

Transcript from the Freelance Friday #EFAChat, February 27, 2015

Topic: Keeping Business Steady

- [EFA International @efafreelancers](#) Welcome, everyone, to #EFAchat!
- [EFA International @efafreelancers](#) In this #EFAchat we'll talk/commiserate/share ideas on surviving dry spells, drawing clients, and building long-term client relationships.
- [EFA International @efafreelancers](#) #EFAchat We'll use Q1, Q2, etc. for questions; please use A1, A2, etc. for your answers to each question.
- [EFA International @efafreelancers](#) #EFAchat Let's introduce ourselves. Where are you from, and what do you do?
- [Michael S. Altus @michael_altus](#) Michael S. Altus, PhD, ELS; freelance medical writer-editor #efachat
- [Georganna Hancock @glhancock](#) #EFAchat Veteran writer, editor emeritus, publisher from San Diego, CA Hello all!
- [James M. Fraleigh @jamesfraleigh](#) James Fraleigh, flance copy editor & proofreader from northern NJ. 6+ yrs freelancing, in publishing since 1992. #efachat
- [EFA International @efafreelancers](#) Welcome, [@jamesfraleigh](#)! What's your editing specialty? #EFAchat
- [EFA International @efafreelancers](#) #EFAchat Q1: When is the slowest time of the year for you?
- [EFA International @efafreelancers](#) Hi, [@katiemccoach](#), and welcome! Our West Coast contingent is strong :) #EFAchat
- [Katie NavarraBradley @bradley_kaie](#) Hi, #EFAchat my name is Katie and I am a freelance writer in Upstate New York.
- [Katie McCoach @katiemccoach](#) Editors, join the #EFAchat happening now! Talk about surviving dry spells, drawing clients, and building long-term client relationships.
- [Georganna Hancock @glhancock](#) A1 End of year holidays, for sure! #EFAchat
- [April Michelle Davis @inspirations](#) Hi! I'm April Michelle Davis from Virginia. I'm an editor, indexer, and proofreader. #efachat

[James M. Fraleigh @jamesfraleigh](#) [@EFAFreelancers](#) Most frequent recent editing areas have been trade nonfiction, college texts, & psychology. I proof whatever! #efachat

[Katie McCoach @katiemcoach](#) [@bradley_katie](#) Another Katie! Love it! #EFAChat

[EFA International @efafreelancers](#) Glad to have you here, [@Michael_Altus](#)! #EFAchat

[Chris Sanders @csanderswriter](#) RT [@EInspirations](#): Hi! I'm April Michelle Davis from Virginia. I'm an editor, indexer, and proofreader. #efachat

[Jennifer Holmes @jenmededit](#) Jen Holmes, freelance medical editor in Texas. #efachat

[Jennifer Zaczek @jennzedit](#) I'm Jenn, from Florida, recently moved to Portland, Oregon, and I'm a full-time freelance editor. #EFAchat

[EFA International @efafreelancers](#) Hi, April ([@EInspirations](#))! Welcome to #EFAchat!

[Georganna Hancock @glhancock](#) [@EFAFreelancers](#) Nonfiction anything! Won awards for my freelance magazine work (and some poetry). #EFAchat

[Katie McCoach @katiemcoach](#) #EFAChat A1: The slowest time of the year for me seems to always change. Last year it was about now through May.

[EFA International @efafreelancers](#) Welcome, [@JenMededit](#)! #EFAchat

[James M. Fraleigh @jamesfraleigh](#) A1 It drifts for me too. I work with academic & non-acad. publishers, which helps close some of the gaps. #efachat

[EFA International @efafreelancers](#) Hi, [@jennzedit](#), and welcome! I lived in Portland for eight years. It was/is a great city for running a small business. #EFAchat

[April Michelle Davis @einspirations](#) A1: The slowest time of year changes for me too because I work with a lot with self-publishing companies and authors. #efachat

[James M. Fraleigh @jamesfraleigh](#) A1 When I worked for a legal publisher, the summer was always a dead spot, if that matches the experience of others. #efachat

[EFA International @efafreelancers](#) #EFAChat Q2: How many projects do you typically run at the same time? (Either realistically, or best-case-scenario.)

[Katie McCoach @katiemcoach](#) [@GLHancock](#) Nice to see a fellow So Cal resident! #EFAChat If you are in LA sometime let me know! :)

- [James M. Fraleigh @jamesfraleigh](#) A2 Usually two active on the desk, & one or two long-term ones for which publishers send occasional chapters to edit/proof. #efachat
- [Katie NavarraBradley @bradley_katie](#) A1: slowest time of year for me is usually Sept or Oct, but I do a lot of work in the ag industry and it's busy for farmers #EFAchat
- [Michael S. Altus @michael_altus](#) Q2: Best case is no more than two. I edit complicated medical articles for publication. It's intense work. #efachat
- [Georganna Hancock @glhancock](#) #EFAchat A2 Never more than 3, seldom even 2 at a time. I like to focus all on one project to do my best.
- [EFA International @efafreelancers](#) Brilliant, congrats, [@GLHancock!](#) #EFAchat
- [James M. Fraleigh @jamesfraleigh](#) A2 Best case: Editing 1 huge book, with one or two proofing projects during its turnaround for variety. Lately: busier. :) #efachat
- [Katie McCoach @katiemcoach](#) [@EInspirations](#) This is the same with me. #EFAchat
- [Jennifer Holmes @jenmededit](#) A1 My slowest months are usually February and July. I use the reports in TraxTime to keep track of my hours. #efachat
- [Georganna Hancock @glhancock](#) [@katiemcoach](#) Thanks, Katie, but it's doubtful now at my age & stage. Don't even go downtown any more! #EFAchat
- [April Michelle Davis @inspirations](#) A2: I teach as well as edit, index, and proofread, so I can work on quite a few at the same time because they are all diff stages. #efachat
- [Michael S. Altus @michael_altus](#) Q2; Thank you, [@GLHancock](#): "I like to focus all on one project to do my best." Q2: Plus, clients have near deadlines. #efachat
- [EFA International @efafreelancers](#) A2: Fwiw, more than one large (novel-length) proj. and a smaller follow-up proj/ (e.g., a query letter) at once gets overwhelming. #EFAchat
- [Katie McCoach @katiemcoach](#) #EFAchat A2: Since dev. edits take a lot of mental energy, I try to only work one project at a time to give it all my focus.
- [Jennifer Zaczek @jennzedit](#) A2: Typically just one large editing project (book-length ms.) at a time, with a few smaller projects from long-term clients. #EFAchat

[EFA International @efafreelancers](#) Thanks for sharing the TraxTime resource, [@JenMededit](#). What do you like about it over other time trackers? #EFAchat

[Michael S. Altus @michael_altus](#) A 2: TraxTime is going out of business (perhaps this is off-topic for the question). #efachat

[EFA International @efafreelancers](#) #EFAChat Q3: What social media efforts work best for you, if any?

[Katie McCoach @katiemcoach](#) [@GLHancock](#) I can totally understand that. I don't even get to downtown often and I'm probably ten minutes away. :) #EFAChat

[Jennifer Holmes @jenmededit](#) A2 I find that 3 is my limit for the number of projects on a given day. 2 large and 1 short. But 1 large and 1 short is better. #efachat

[Jennifer Zaczek @jennzedit](#) [@JenMededit](#) I've been freelancing for just less than 2 years, but I have found February to be my slow month, too. Strange! #EFAchat

[James M. Fraleigh @jamesfraleigh](#) A2 I can split a day between editing and proofing, but editing all day wears down the brain faster; tougher edit 2 projects in 1 d. #efachat

[EFA International @efafreelancers](#) Or perhaps a useful Q3 follow-up is, do you all have established clients that preclude needing to use social media much at all? #EFAchat

[Katie McCoach @katiemcoach](#) [@EFAFreelancers](#) Yeah, I'll throw a query letter or two in there, and some small proofing projects at most. #EFAChat

[Jennifer Holmes @jenmededit](#) [@EFAFreelancers](#) Even though as [@Michael_Altus](#) noted, updates for TraxTime have ended, I really liked the report feature. #efachat

[Katie NavarraBradley @bradley_katie](#) A3: Twitter for staying current and pushing out content. FB for connecting w sources #EFAchat

[Michael S. Altus @michael_altus](#) [@JenMededit](#) Yes, Jen, I like to too. But it is going out of business. No more licenses to be sold. #efachat

[James M. Fraleigh @jamesfraleigh](#) A3 Not as much outreach on social media for clients, altho I do follow some publishers. ... #efachat

[April Michelle Davis @inspirations](#) A3: I do a lot of social media for myself and some of my clients. (I'm NAIWE's social media marketing expert.) #efachat

- [EFA International @efafreelancers](#) And regarding Q2, how long is a productive work-day for you? Does working on more than one project help or hurt your focus? #EFAchat
- [James M. Fraleigh @jamesfraleigh](#) A3 ... however I have gotten leads from kind fellow copy editors on Twitter! #efachat
- [Jennifer Holmes @jenmededit](#) [@jennzedit](#) I do a lot of work for clients in Korea and Taiwan and I think the Lunar New Year may be involved in my slowdown. #EFAChat
- [Georganna Hancock @glhancock](#) A3 I never found SM - even my blog - to be useful, that I knew. No one admitted to knowing its existence! #EFAchat
- [EFA International @efafreelancers](#) #EFAChat Q4: Do you get work from the EFA JobList? What helps you close the deal in such a competitive pool of editors and writers?
- [James M. Fraleigh @jamesfraleigh](#) A3 I also check out new publishing contacts on LinkedIn to see if we have any shared connections and to get networked. #efachat
- [Jennifer Holmes @jenmededit](#) [@Michael Altus](#) I know. I am sad about this! Have you found a replacement program? #efachat
- [Michael S. Altus @michael_altus](#) A4: No. I don't do the copyediting/proofreading gigs. #efachat
- [James M. Fraleigh @jamesfraleigh](#) A4 Oh hells yes. An EFA list job that turned into years of steady work was axial in my business taking off. #efachat
- [Georganna Hancock @glhancock](#) A4 #EFAchat Most of my new biz came from PREDITORS & EDITORS, which sadly seems to be in demise.
- [Jennifer Zaczek @jennzedit](#) A3: I sometimes update Facebook, Twitter, and LinkedIn, but I usually don't have much time for social media. #EFAchat
- [Michael S. Altus @michael_altus](#) [@JenMededit](#) No need to, as long as it still works on my computer. I don't have an alternative to suggest. #efachat
- [EFA International @efafreelancers](#) That's smart, [@jamesfraleigh](#). Personally, I haven't used LinkedIn much, but finding shared connections makes a ton of sense. #EFAchat
- [Jennifer Zaczek @jennzedit](#) A4: Yes, I've gotten a lot of jobs through the EFA JobList. I apply for jobs that interest me and that I feel I'm qualified for. #EFAchat

- [Katie McCoach @katiemccoach](#) #EFAChat A3: I love using social media for my biz. It keeps me up to date on the industry, as well as what writers are looking for.
- [James M. Fraleigh @jamesfraleigh](#) [@EFAFreelancers](#) Thanks! Ours can be a small world, and often folks leave traces at past shops that afford entry to flance pools. #efachat
- [Michael S. Altus @michael_altus](#) A2: Unless rush, perhaps 4 AM hours. It's too intense to continue. Maybe working on a second project could be helpful for PM. #efachat
- [Jennifer Holmes @jenmededit](#) A3 I use Twitter as my watercooler, continuing education site. I used LinkedIn to get new clients. #efachat
- [EFA International @efafreelancers](#) A4: [@GLHancock](#), I'm sorry to hear that Pred&Ed is on its way out. That was an ace resource, even way back when I was first writing. #EFAchat
- [James M. Fraleigh @jamesfraleigh](#) A4 I also have work in house from a 2nd ongoing EFA List client right now. They put out a call for proofers & I passed their test. #efachat
- [EFA International @efafreelancers](#) A2: [@Michael_Altus](#), that's reassuring to hear. I find my brain conks out after about four hours of focused work, too. #EFAchat
- [EFA International @efafreelancers](#) A3 [@katiemccoach](#): Me, too, and I like sharing agents' [#MSWL](#) (manuscript wish lists) with clients. #EFAchat
- [Georganna Hancock @glhancock](#) [@EFAFreelancers](#) I know! It's so sad. It doesn't respond to my many requests to change my listing (first time ever!) So I give up! #EFAchat
- [EFA International @efafreelancers](#) A4 [@jamesfraleigh](#): Great that you've found more than one steady client this way. Seems like the member directory is fruitful, too. #EFAchat
- [Katie McCoach @katiemccoach](#) [@EFAFreelancers](#) Oh yes! I love [#MSWL](#). Do you send notices to specific clients or just share on social media? #EFAChat
- [April Michelle Davis @inspirations](#) A4: I use the EFA Job List as well and apply to appropriate jobs. I've gotten some good ones too! #efachat
- [Michael S. Altus @michael_altus](#) What is [#MSWL](#)? #efachat
- [James M. Fraleigh @jamesfraleigh](#) A4 [@EFAFreelancers](#) Correct! Had 2 contacts from it in a week earlier this month. #efachat

- [James M. Fraleigh @jamesfraleigh](#) A4 The EFA directory is your Pascal's wager for networking: Someone might be out there looking, so why not keep it up to date? #efachat
- [EFA International @efafreelancers](#) If you're just joining us, welcome to Freelance Friday! Jump in at any time with hashtag #EFAChat.
- [EFA International @efafreelancers](#) A3 [@Michael_Altus](#): [#MSWL](#) is what lit. agents use to share what kind of mss they'd love to read. Helps writers target their queries. #EFAchat
- [EFA International @efafreelancers](#) Btw, I'm Sarah Cypher ([@threepenny](#)), the voice behind February's #EFAchat. I'm tweeting from Oakland, CA. If you're just joining us, hi!
- [Katie McCoach @katiemcoach](#) #EFAChat [@Michael_Altus](#) [#MSWL](#) is Manuscripts Wish List - lit. agents and acquiring editors will post what they are looking for on Twitter.
- [James M. Fraleigh @jamesfraleigh](#) [@EFAFreelancers](#) [@threepenny](#) (Offtopic: Hello in the Bay Area! I have yet to explore that fine region of the US of A.) #efachat
- [Katie McCoach @katiemcoach](#) #EFAChat [@EFAFreelancers](#) [@Michael_Altus](#) The [#MSWL](#) also helps writers see what is "in" right now and what's heading "out."
- [EFA International @efafreelancers](#) A4 Although we're talking about dry spells, thinking of the size of the EFA roll and the # of queries we get from it is promising! #EFAchat
- [EFA International @efafreelancers](#) #EFAChat Q5: Do you market yourself on social media, or cold calls and materials (e.g., biz cards, brochures)?
- [James M. Fraleigh @jamesfraleigh](#) A5 I most often used my blog for marketing/publicity when I wrote freelance articles. I do have biz cards & tote them everywhere. #efachat
- [EFA International @efafreelancers](#) Welcome, [@kay_yankee7](#), and it works just fine! #EFAchat
- [EFA International @efafreelancers](#) #EFAChat Q5: Do you market yourself on social media, or cold calls and materials (e.g., biz cards, brochures)?
- [James M. Fraleigh @jamesfraleigh](#) A5 I most often used my blog for marketing/publicity when I wrote freelance articles. I do have biz cards & tote them everywhere. #efachat

- [EFA International @efafreelancers](#) #EFAChat Q6: How do you know when your social media and other marketing efforts are working? How do you measure results?
- [Michael S. Altus @michael_altus](#) A5: Emails to journal editors asking them to recommend me to authors who need help; formerly cold calls to medical writing comps. #efachat
- [Georganna Hancock @glhancock](#) #EFAchat A5 I find marketing on Twitter to be counter-productive to the max! Maybe not so in my blog.
- [Rebecca C @editingrebecca](#) #EFAChat A5 I have been lucky in the last 17 months, no real dry spells & I market via FB for the most part. Word of mouth has been my best.
- [Michael S. Altus @michael_altus](#) A6: Easy answer! get email replies or inquiries. #efachat
- [April Michelle Davis @inspirations](#) A5: I have done cold calls, but I prefer social media. Networking is definitely what works! #efachat
- [EFA International @efafreelancers](#) A5 (again, speaking personally): Word of mouth is best, but investing in a strong website has kept biz mostly steady for 13 years. #EFAchat
- [April Michelle Davis @inspirations](#) A6: I ask new clients how they found out about me. Then I know how to spend more marketing time. #efachat
- [Margi Shrum @margishrum](#) #EFAchat Hi, everyone. Looking for suggestions to increase my freelance work.
- [EFA International @efafreelancers](#) A6 [@Michael Altus](#): Yes, the e-mails are the best! I do use Google and Twitter Analytics, too, though, to troubleshoot dry spells. #EFAchat
- [Georganna Hancock @glhancock](#) #EFAchat A6 you must have a tracking method embedded in marketing - special email box, code, ask client how they heard of you.
- [April Michelle Davis @inspirations](#) [@margishrum](#) Have social media accounts purely for your business. Business posts, business connections. Nothing personal. #efachat
- [EFA International @efafreelancers](#) A5 [@GLHancock](#): Agreed. Lots selling on Twitter, but not many sales. #EFAchat
- [Michael S. Altus @michael_altus](#) [@margishrum](#) What kind(s) of work do you do? #efachat

[KB @kav_vankee7](#)

My experience: 1 complicated editing or writing job plus 1 or 2 copyediting is ideal. More than that, challenging for solo work. #EFAchat

[James M. Fraleigh @jamesfraleigh](#)

[@margishrum](#) Try looking for production editors, managing editors, copyediting managers on LinkedIn. Also ... #efachat

[EFA International @efafreelancers](#)

You're in the right place, [@margishrum](#)! What kind of freelance work do you do, and how do you market? #EFAchat

[James M. Fraleigh @jamesfraleigh](#)

[@margishrum](#) Follow publishing jobs (LinkedIn sends me a weekly list) and see if the position describes hiring/managing CEs. #efachat

[Katie McCoach @katiemcoach](#)

#EFAchat A6: I try to ask clients how they came across my site/email. I'm always surprised at the variety. Social media helps my biz.

[James M. Fraleigh @jamesfraleigh](#)

[@margishrum](#) This way you at least know the company works w/ freelancers. #efachat

[Katie McCoach @katiemcoach](#)

RT [@EInspirations](#): A6: I ask new clients how they found out about me. Then I know how to spend more marketing time. #efachat

[KB @kav_vankee7](#)

What's the thinking on Grammarly for helping or hindering freelance editors? Is that an appropriate query for current discussion? #EFAchat

[Georganna Hancock @glhancock](#)

[@katiemcoach](#) Really? All mine say "preditors & editors", some in very mangled English! You must be a good marketer in SM #EFAchat

[EFA International @efafreelancers](#)

#EFAchat Q7: How do you decide whom to cold call or cold e-mail?

[Katie McCoach @katiemcoach](#)

[@JenMededit](#) I forget sometimes too, but I'm trying to make more of an effort to ask. It's important to know what's working. #EFAchat

[Georganna Hancock @glhancock](#)

[@EFAFreelancers](#) I wouldn't do it! A7 #EFAchat

[EFA International @efafreelancers](#)

A5 (speaking personally): I've gotten a few clients at writers confs that I was attending in as a writer, but had a biz card handy. #EFAchat

[Michael S. Altus @michael_altus](#) A7: Actually, warm email per Ed Gandia: "As editor of Medicine Journal, you probably review mss. that need editorial revision." #efachat

[Katie McCoach @katiemcoach](#) #EFAChat [@GLHancock](#) I tried submitting to predators and editors, but nada yet. So I focus on the avenues I enjoy. Twitter is one of them.

[EFA International @efafreelancers](#) Btw, Q7 is a great follow-up to some of the advice for [@margishrum](#), no? #EFAchat

[Michael S. Altus @michael_altus](#) Warm email: make connection with target. #efachat

[James M. Fraleigh @jamesfraleigh](#) [@katiemcoach](#) [@JenMededit](#) One of my clients, I have no idea how they found out about me. They never answered my ? of how. #efachat

[Georganna Hancock @glhancock](#) [@katiemcoach](#) Sadly, I think it's about defunct. #EFAchat

[Jennifer Holmes @jenmededit](#) #EFAChat It's so reassuring to hear everyone say 1 or 2 current projects is ideal. I always worry everyone is working harder than me!

[Katie McCoach @katiemcoach](#) [@jamesfraleigh](#) [@JenMededit](#) This happens to me a lot too! Why won't they tell me?! Haha. Oh well. #EFAChat

[Rebecca C @editingrebecca](#) #EFAChat A5 Business cards at author conventions- esp Indie ones have been my best source

[EFA International @efafreelancers](#) #EFAChat Q8: Last one, apropos for February and its big-red-heart motif, how often do you thank and/or check in with your best clients?

[Michael S. Altus @michael_altus](#) [@EFAFreelancers](#): Yes, show them that you know them. Make connection. #efachat

[Michael S. Altus @michael_altus](#) Then tell what you can do for them, and ask for a reply. #efachat

[Georganna Hancock @glhancock](#) #EFAchat A8 A simple "thank you" email sufficed for me. Occasionally I asked to use a quote from their emails.

[Katie McCoach @katiemcoach](#) #EFAChat A8: I try to check in every few months, whether the book's been published yet or not. I send TY cards by mail after a project ends.

[Rebecca C @editingrebecca](#) [@EFAFreelancers](#) #EFAChat I thank often and check in on them personally w/o soliciting biz every week or so. Grow & Develop relationships

[EFA International @efafreelancers](#) In what way, [@kay_yankee7](#)? I'm unfamiliar with Grammarly (personally) but do you mean it's giving clients bad advice? #EFAchat

[April Michelle Davis @inspirations](#) A8: I send a handwritten card to all of my contacts every six months. #efachat

[James M. Fraleigh @jamesfraleigh](#) A8 I thank them every time they offer work, send files, or acknowledge rec't of my invoice. #efachat

[EFA International @efafreelancers](#) A8 [@katiemccoach](#): That's so nice of you to send TY cards! #EFAchat

[Georganna Hancock @ghancock](#) [@EFAFreelancers](#) You haven't read about the brouhaha over its advice about 50 Shades??? #EFAchat

[Katie McCoach @katiemccoach](#) [@EInspirations](#) What do you say in them? #EFAChat

[James M. Fraleigh @jamesfraleigh](#) A8 I did check in w/ some earlier this month during a dry spell. Worked almost too well; now swamped! #efachat

[EFA International @efafreelancers](#) A8 [@editingrebecca](#) [@katiemccoach](#): Nice! Personal, heartfelt thanks is the piece that is easiest to miss or drop during busy times. #EFAchat

[April Michelle Davis @inspirations](#) [@katiemccoach](#) It varies. I personalize it. If I've worked with them in the past 6 months, I mention that. #efachat

[James M. Fraleigh @jamesfraleigh](#) A8 Also send gifts at year end to all clients, incl those I haven't heard from in a while (to get back on radar). #efachat

[Georganna Hancock @ghancock](#) Recently learned that one pop grammar checker adheres only to AP style - what a disservice to authors! #EFAchat

[Katie McCoach @katiemccoach](#) [@jamesfraleigh](#) What sort of gifts do you send? #EFAChat

[EFA International @efafreelancers](#) Ha, [@jamesfraleigh](#), your clients must love you! Even if a check-in doesn't work, I like my clients and it's nice to hear from them. #EFAchat

[James M. Fraleigh @jamesfraleigh](#) [@katiemccoach](#) [@EFAFreelancers](#) I thanked a prod ed who sent me a referral outside her company w/ a handwritten thank-you letter. #efachat

[James M. Fraleigh @jamesfraleigh](#) [@katiemccoach](#) Chocolate. :) #efachat

[EFA International @efafreelancers](#) Indeed, [@GLHancock](#)! Chicago is the only style that applies to 99 percent of my clients' work. #EFAchat

[James M. Fraleigh @jamesfraleigh](#) [@EFAFreelancers](#) Thanks! I would be nowhere without them. #efachat

[Katie McCoach @katiemccoach](#) #EFAChat [@jamesfraleigh](#) Aww that's so nice! I received chocolate from a client once. It was the best surprise mail ever.

[EFA International @efafreelancers](#) [@jamesfraleigh](#) What kinds of gifts do you send? #EFAchat

[James M. Fraleigh @jamesfraleigh](#) [@EFAFreelancers](#) Bit of chocolate from a local maker. (Another friend has Post-its w/ her name/contact info she sends back w/ jobs.) #efachat

[EFA International @efafreelancers](#) Re: Grammarly, [@GLHancock](#), I haven't! Will have to Google madly after #EFAchat is over. Enjoyed the New Yorker's review of it, though!

[EFA International @efafreelancers](#) Re: style, [@GLHancock](#), my (personal editing) clients are novelists and the few small presses that I work with prefer it, too. #EFAchat

[EFA International @efafreelancers](#) It's time to end today's #EFAChat. The written transcript will end here. Thanks for a great discussion!