



Records Management Redefined: Are you ready?

A deep dive into records management in the federal public sector

Microsoft
Partner



Gold Application Development
Gold Cloud Platform
Gold Cloud Productivity
Gold Collaboration and Content

Accessible content is available upon request.

Introducing our Presenters

"THE RECORDS EXPERT"

Alyssa Blackburn

Director, Information Management



"THE TECH GUY"

John Peluso

CTO AvePoint Public Sector



Agenda

9 – 9:30	Welcome and introductions
9:30 – 10:30	The evolution of records management
10:30 – 10:45	Break
10:45 – 12:00	What does this look like in the Federal space?
12:00 – 12:30	Lunch
12:30 – 2:00	Tackling the challenge



The evolution of records management





Everything went
on a **file**

Records Management

High Control

Records | Management

- Files reigned supreme
- Everything in a register
- All stored in the same place

Low Information Volume

Document Management

- Everything 'supposed' to go on a file
- Network drives mimic physical process

Lower control | Growing Information Volume



Enterprise Content Management

- Move to content management systems
- More control to the end user

Little control | Seemingly limitless information



THE DIGITAL DISRUPTION IS **REAL**





8.000.000.000.000.000.000.000

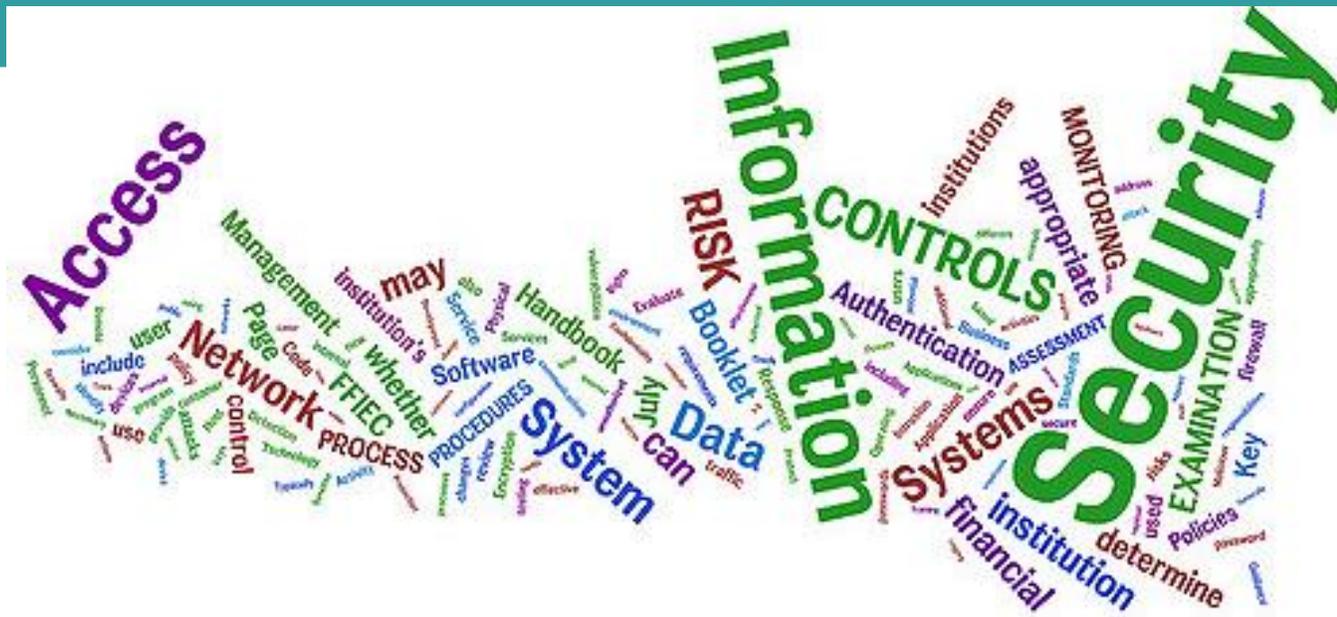
8 zettabytes of new data created
in the last 2 years



More than what was created in the
previous 5000 years.

Enterprise Information Management

- Not just information in an eDRMS
- Still trying to follow physical processes
- The biggest challenge we face



What happens if we don't get this right?

- I recently did
- a LONG road trip
- across the UK.



I had a lot of time to listen to the radio



UK Contaminated Blood Scandal

Cover-up fears as hundreds of contaminated blood files 'vanish' before inquiry can see them

'We're talking about at least tens of thousands of documents within these files,' says campaigner Jason Evans

Contaminated blood scandal: many medical records disappeared, inquiry hears

Health

Contaminated blood scandal: Inquiry 'must uncover truth'

By Nick Triggle
Health correspondent

Many victims believed their experiences amounted to evidence of a cover-up, O'Neill said. "A number of people who have spoken to me independently have come with such similar strands of medical records disappeared, of medical records filleted so that record of treatment is gone.

Being able to prove what has happened to our information is **important**.

Minutes of the Meeting



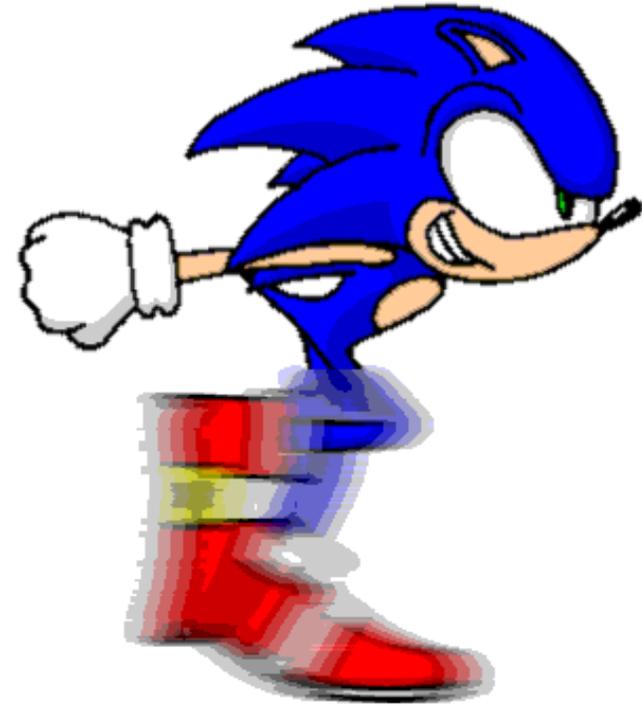
It's time to think differently



BREAK

What does this mean for Federal recordkeeping?

Regulations
don't move as
fast as
technology does



This Photo by Unknown Author is licensed under [CC BY-SA](#)



- Implementing File Plans. RMAs shall provide the capability to:
 - C2.2.1.1. Allow only authorized individuals to create, edit, and delete file plan components and their identifiers. Each component identifier shall be linked to its associated component and to its higher-level component identifier(s) (part 1222.50 of Reference (g) and section 3303 of title 44 USC (Reference (x))). Table C2.T.1. identifies mandatory file plan components. The Mandatory Data Collection section indicates that RMAs shall ensure population of the associated data structure with non-null values. For fields that are not in the Mandatory Data Collection section, the RMA shall behave in a predictable manner as a result of queries or other operations when the fields are not populated. The Mandatory Data Structure section indicates that the field must be present and available to the user either as read/write or as read only depending upon the kind of data being stored. The Mandatory Support section indicates that the RMA shall support capability without requiring knowledge of the underlying source code, data structure, or other implementation details. The file plan components should be organized into logical sets that, when populated, shall provide all the file plan references necessary to properly annotate (file) a record.

ISO 16175



- Allow the user to be able to print out a summary list of selected records (for example, the contents of an aggregation), consisting of a user-specified subset of records management metadata elements (for example, Title, Author, Creation date) for each record.
- Record the date of closing of a volume in the volume's records management metadata.

NARA's modern approach to records management

Federal Electronic Records Management Initiative

Framework

Federal
Integrated
business
framework

ERM business
framework

Policy

Universal ERM

Use Cases

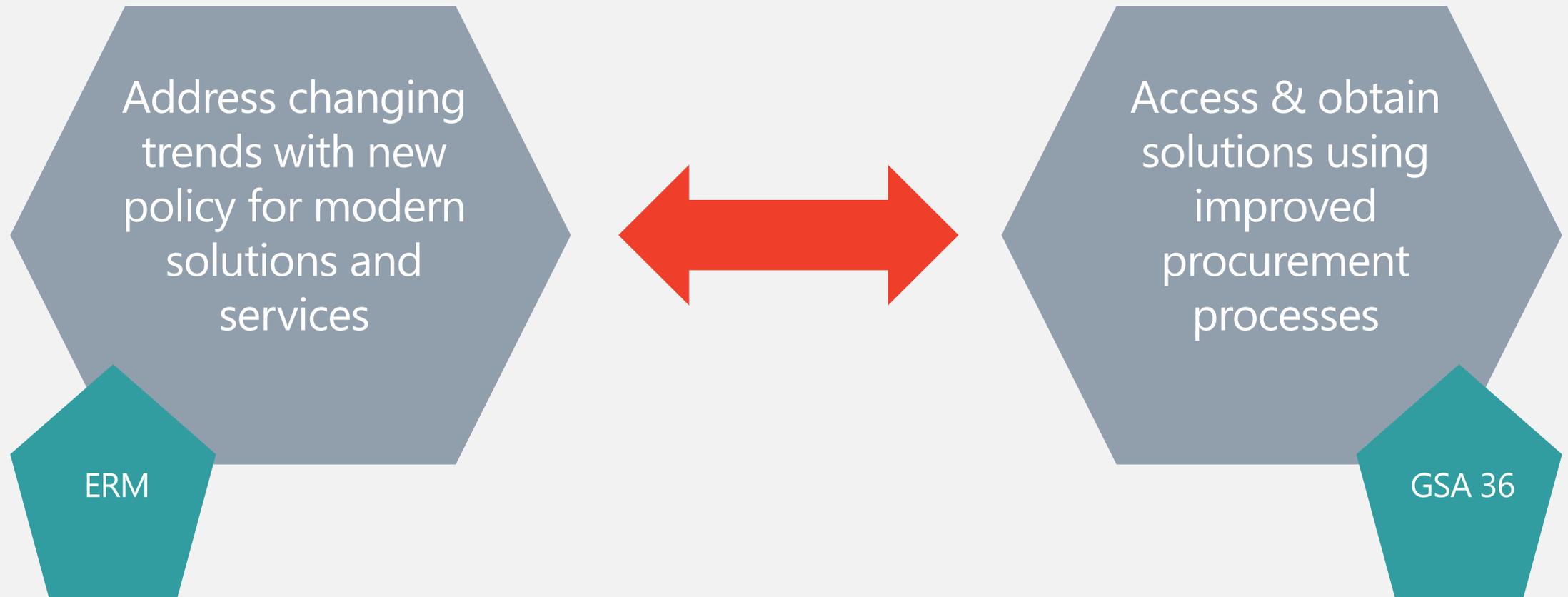
Procurement

GSA Schedule 36 (SIN
51600)

USSM/Shared Services



What do we get out of it?



MODERN records management

“All records must be associated with the approved records schedules that pertain to each record.”

Universal ERM

- Allow only authorized users to create retention schedule components
- Define an unconstrained number of phases within a retention schedule
- Define parallel and interdependent phases within a retention schedule
- Authorized individual to select 'cut off' as the trigger
- Calculate interim phases and final disposition
- Allow authorized individuals to define the cutoff criteria
- Schedule and reschedule records and/ or records folders
- Allow authorized users to define and name event dispositions
- Automatically calculate the complete lifecycle including intermediate phases
- Reschedule dispositions during any phase of their if an authorized individual changes the disposition instructions
- Recalculate the record lifecycle based on changes to any lifecycle date and set the filing status of the folder according to the business rules associated with the date changes

DOD 5015.2



Universal ERM



- Vendors must certify against the Universal ERM system requirements
- Agencies can purchase a certified system with confidence that it will meet the requirements NARA have mandated.



Electronic Messages: Use Cases



Key Dates

2016

All emails are managed in an accessible electronic format



2019

All permanent records are managed in an electronic format



2022

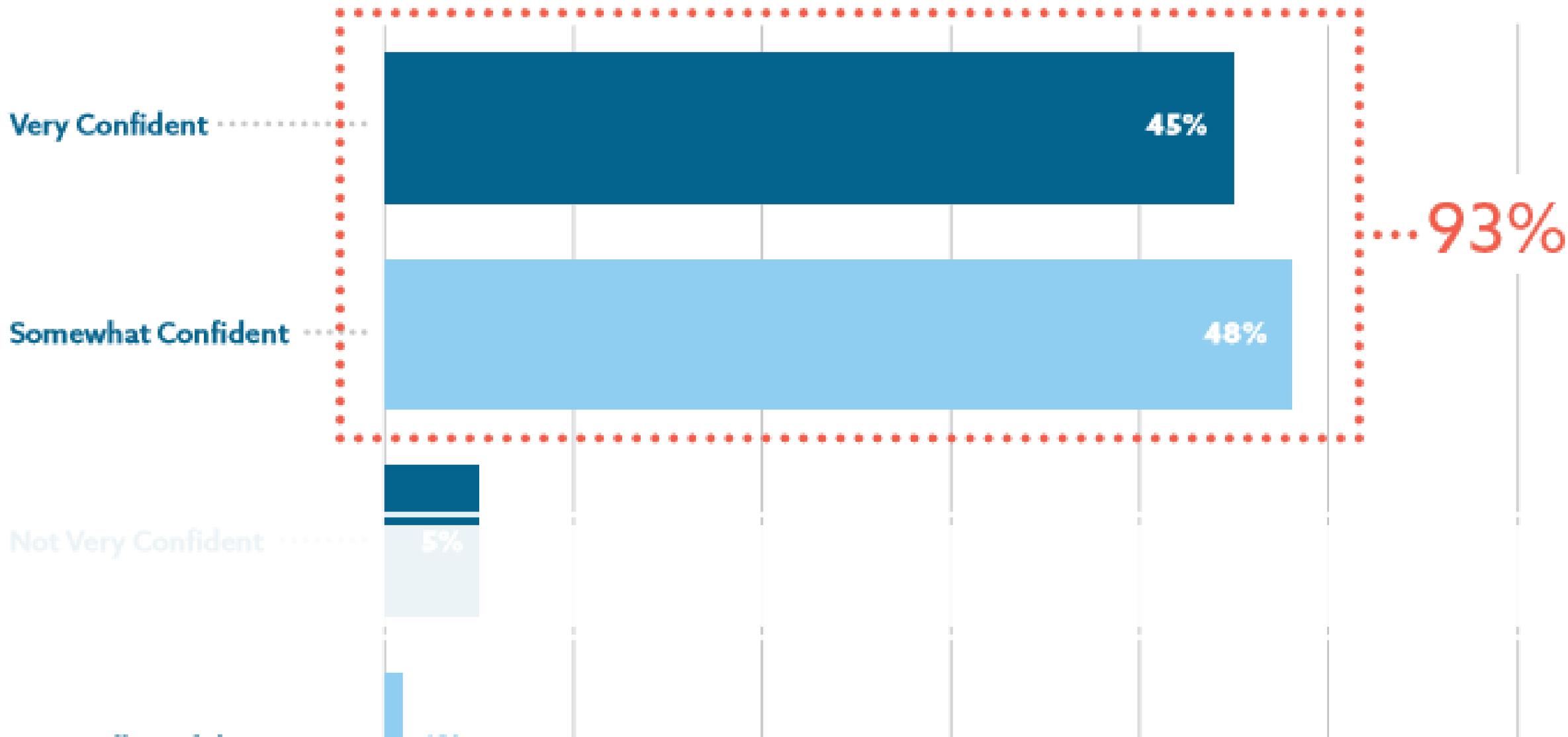
NARA will not accept transfers of records in non electronic form



What does it look like for agencies now?

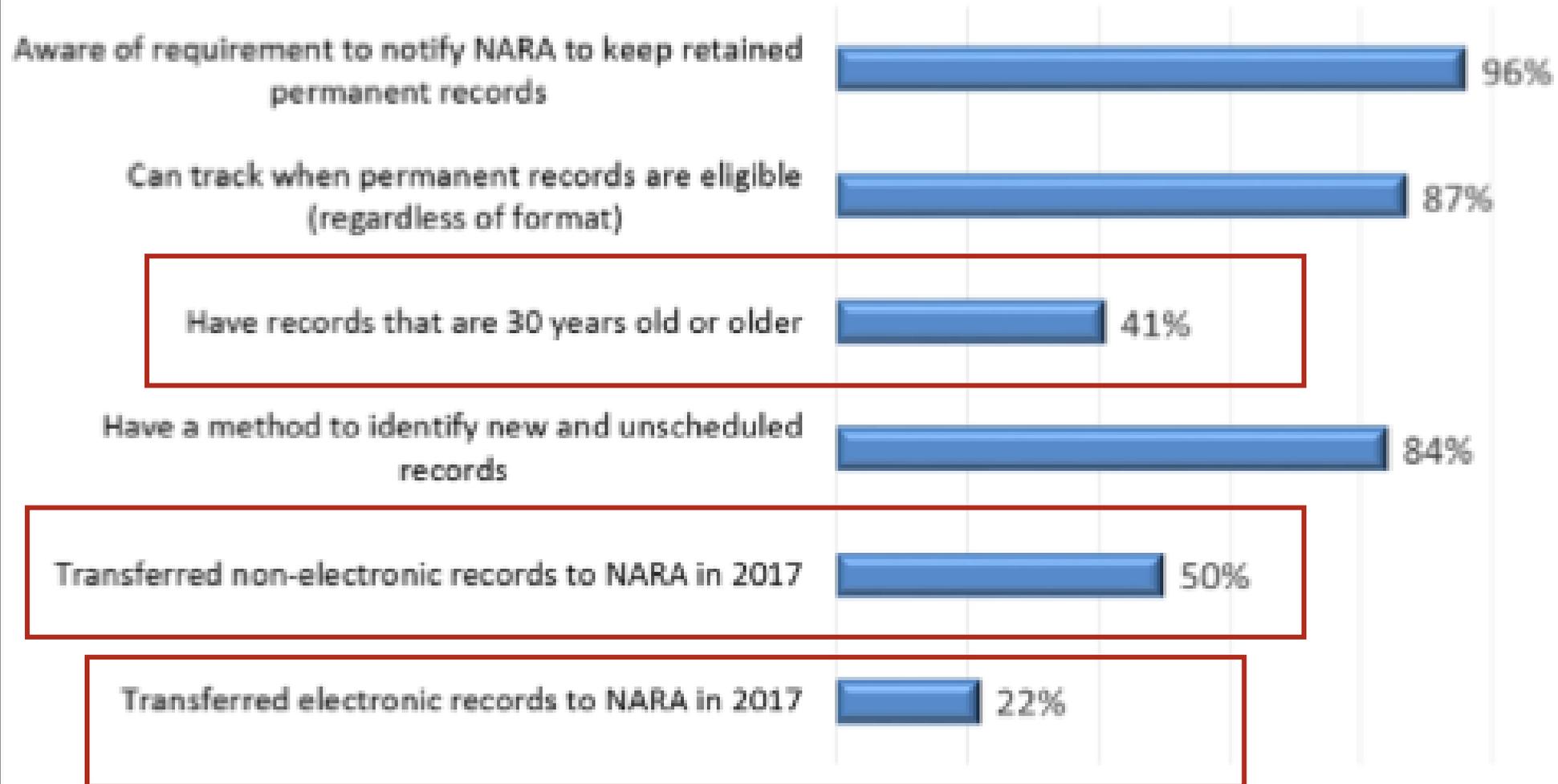


How confident are you that records in your agency's systems are being managed according to applicable federal records management compliance standards?

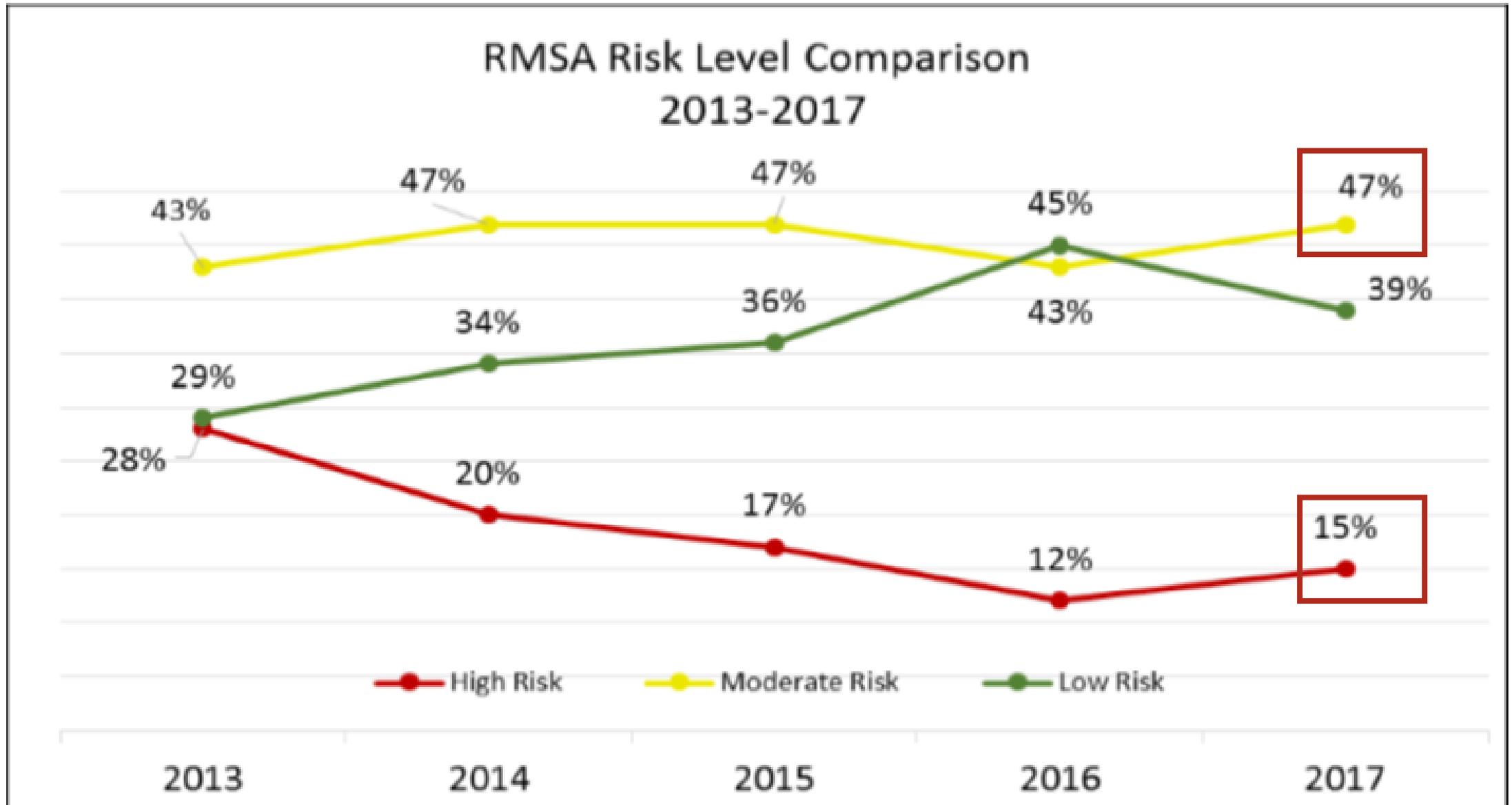


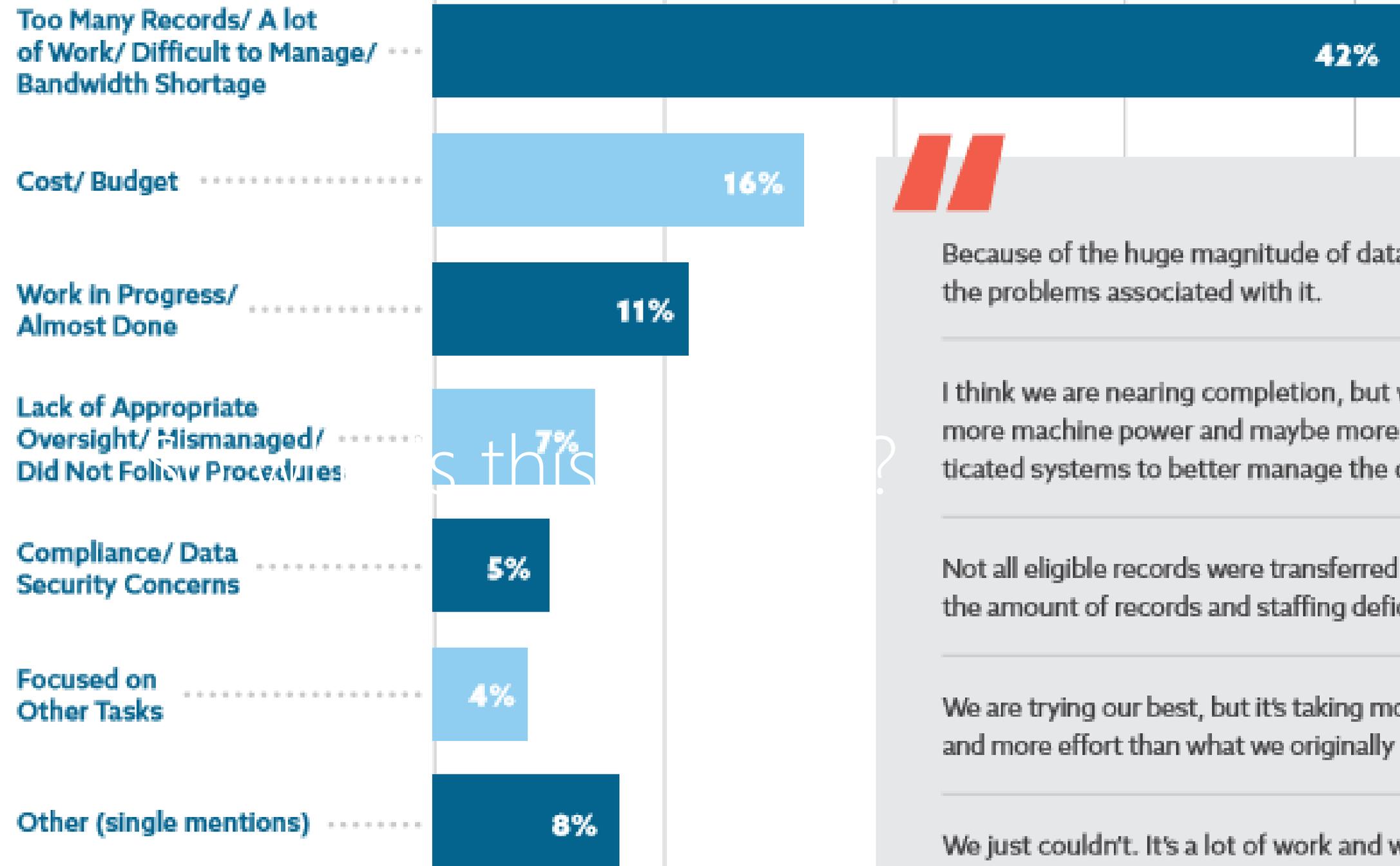
Federal Agency RM Annual Report 2017

Permanent Records RMSA 2017



Federal Agency RM Annual Report 2017





Because of the huge magnitude of data and the problems associated with it.

I think we are nearing completion, but we need more machine power and maybe more sophisticated systems to better manage the data.

Not all eligible records were transferred due to the amount of records and staffing deficiencies.

We are trying our best, but it's taking more time and more effort than what we originally planned.

We just couldn't. It's a lot of work and we were not fully prepared for it.

Email Management



Updating Information Governance Practices & Procedures



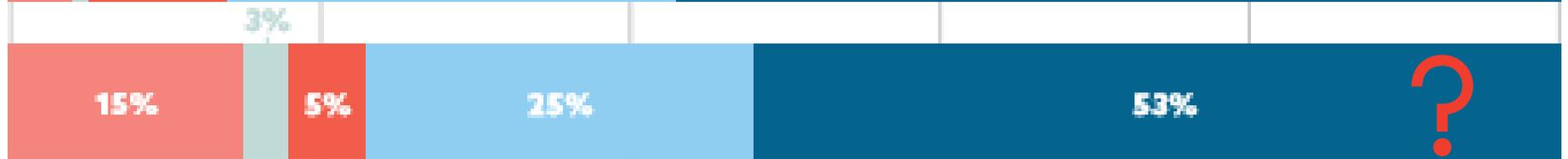
Searchability & Retrievable of Digitized Documents



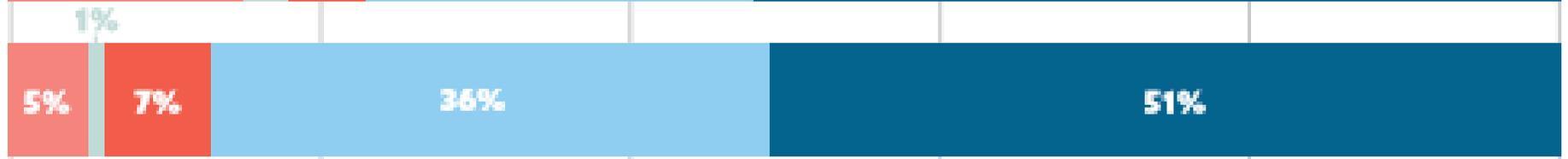
Automation of Paper-Based Processes



Social Media Management (e.g., tweets, posts, etc.)



Digitizing Hard-Copy Records (e.g., Word Documents, PDFs, etc.)



Migrating Records to a Cloud Application



0% 20% 40% 60% 80% 100%

But...

We recognize that self-reported data is not conclusive in determining whether agency staff and contractors are properly managing records in every case and every circumstance. **Low risk does not indicate no risk.** Scoring in the low risk category does not mean an agency is free of records management challenges or they will never experience lapses or failures when managing their records. *We also find on closer review of records management programs through inspections and assessments that*

RMSA scores only provide a baseline for regulatory compliance and do not always correspond to quality in actual practice

NARA Recommendations

Continue to digitize non electronic records

Evaluate ability to transfer permanent records

Agencies must schedule all records in accordance with 36CFR1225

Continue to improve email management (scheduling and disposition)

Greater effort to transfer digital records

Policy, procedures, training for **electronic communication** (chat, text messages, social media)





Lunch

Where do you start?



Definitions are changing



Information should be managed from the point of capture



Manage according to risk and value



Generic vs Specific



End users don't want to be records managers

RM Principles

Definitions are changing



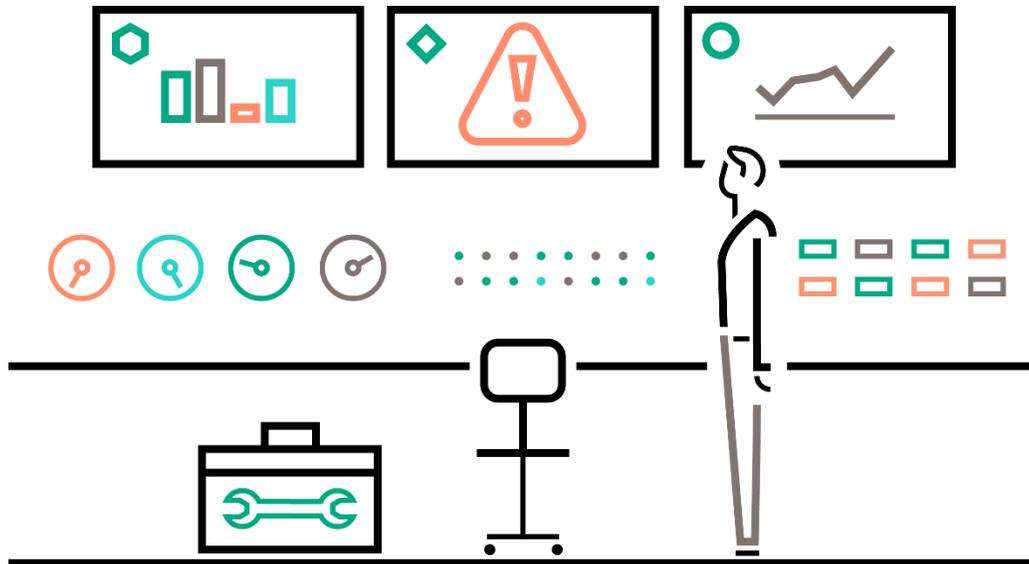


How do we wrap our arms around everything?

Data Centric Mind-set

Old World

- "Catch everything before it leaks."

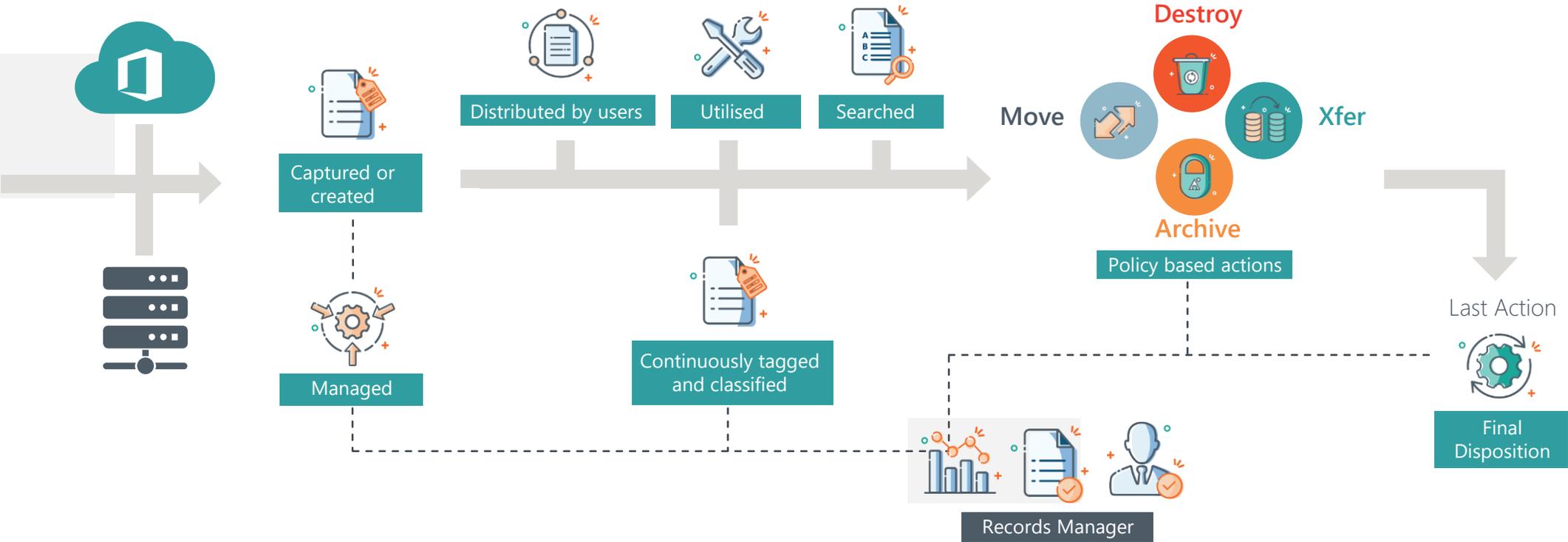


New World

- "Data is born classified, labelled and protected"



Redefining Information Management



Automation

MANUAL

V/S

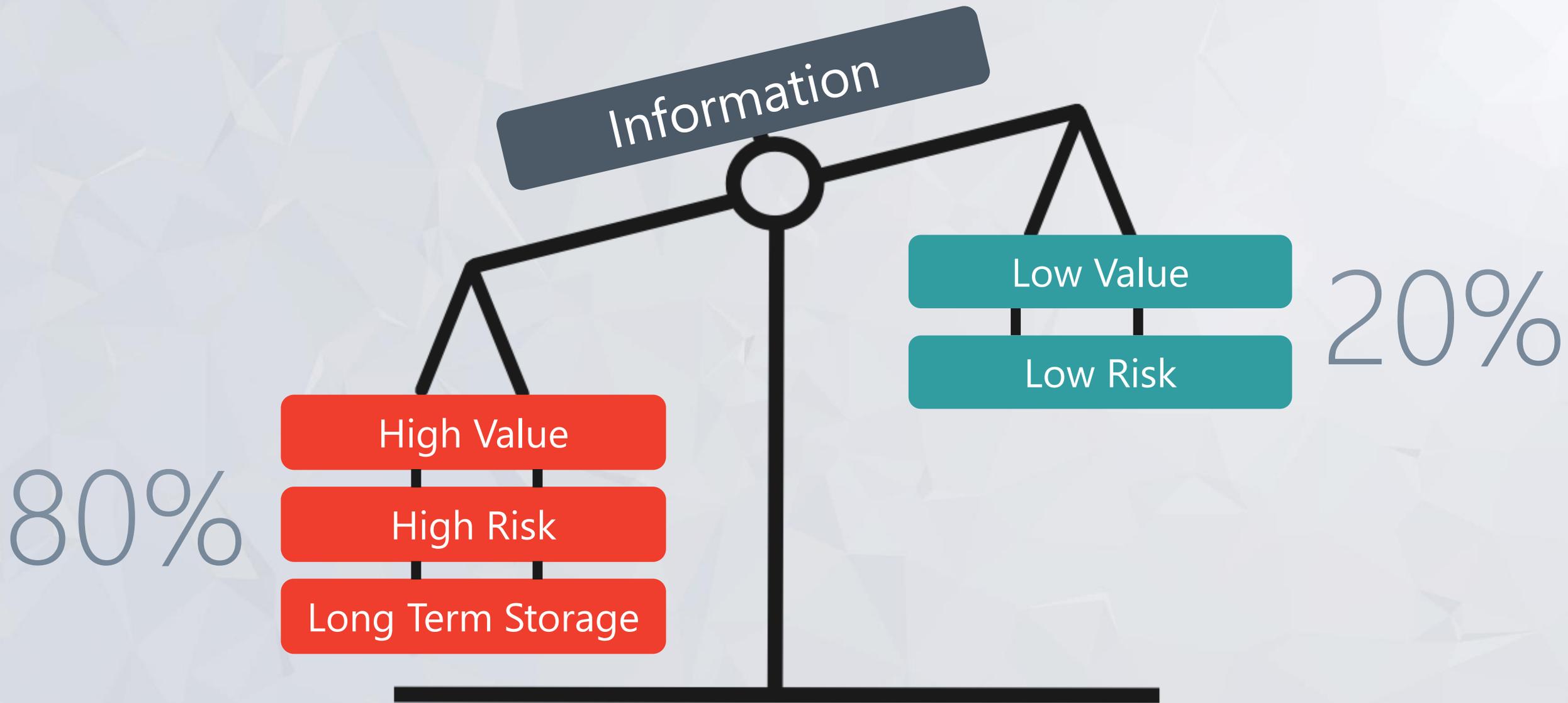
AUTOMATED



Risk vs Effort



Risky Business



What is your line in the sand?



'Rolling up' a Disposition Authority

- Allows more flexibility for your file plan
- Each 'bucket' contains a very specific group of records
- Map classes to multiple terms at the highest level possible
- You only want to manage the exceptions!

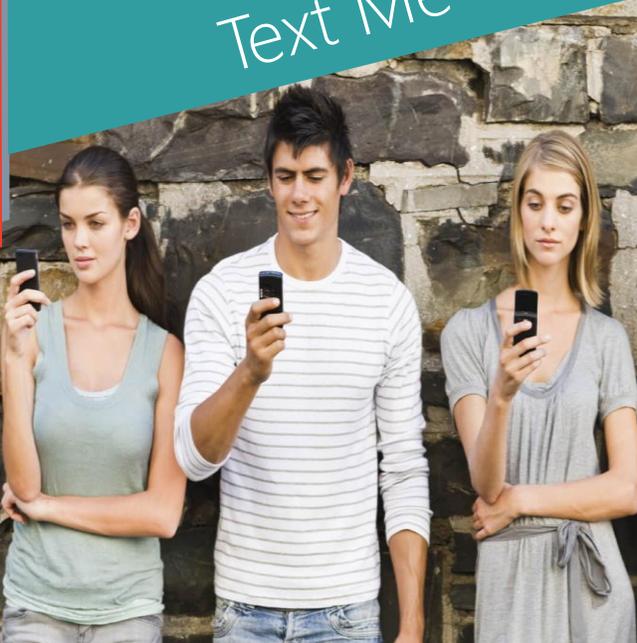


User expectations are changing

The background features a network diagram with various icons of people and technology. The icons are connected by lines, forming a web-like structure. The icons include people with different hairstyles and clothing, a server tower, a cloud, and a document. The colors of the icons and connecting lines are diverse, including teal, orange, yellow, and blue.

66% of organisations surveyed said they don't involved IT when purchasing new systems or technologies.

43% said IT is still responsible when something goes wrong.



Remove the
BURDEN



Democratisation of Technology



**Technology is now
more available than
it was before**



**Industry innovation
and user demand
have led to more
accessibility**



**Everyone can now
have enterprise
software**

The 'illusion' of freedom

Allowing users to work
how they want to
without knowing they
are working how you
want them to.



How does AvePoint help?

Bridging the gap

Business Users



Records Managers



Just want to get their work done

Work on multiple systems

Often don't know which classification to use

Don't want to be slowed down by mandatory fields

Cannot be experts on a multitude of systems

Must manage classification & disposition

Are called on to adapt to changing regulations

Require a source of truth for reporting and record integrity



Classification & Taxonomy



Retention & Disposal



Audit & Reporting



Physical Records

Implement File
Plan



Deploy across
SharePoint and
Office 365



Streamline User
Experience



Maintain
Compliance
and Integrity

Records Management From Start to Finish



Keeping Records Simple For Everyone...

Technology should not dictate your process – it's the other way around.

End users don't want to be records managers-keep business processes as simple as possible.

Records need to be managed from the point of creation to the end of their lifecycle.

Records managers are rarely SharePoint experts and need to simplify already complicated processes.



Let's See It In Action!



Classification & Taxonomy



Retention & Disposal



Audit & Reporting



Physical Records

- Define classifications
- Associate outcomes
- Deploy to relevant locations

Megan Bowen

Megan, the organisation's records manager is setting up Cloud Records to manage content through its lifecycle





Business Classification Management

Define a set of terms and how these terms can be applied to content to facilitate capture, retrieval, maintenance, disposal, and preservation of SharePoint records.

- » Term Management
- » Content Repository Management
- » Records Explorer



Business Rule Management

Define business rules and actions to enable disposal, preservation, and manual approval process.

- » Rule Management
- » Records for Review



Report Center

Configure and view reports to gain a comprehensive understanding of the records, terms and business rules in your environment.

- » Dashboard
- » Content Due for Disposal Report
- » Term Usage Report
- » Rule Usage Report
- » Creation and Destruction Report
- » Available Space Report
- » Administrator Audit Report
- » Action Audit Report



Physical Item Management

Manage physical items in SharePoint and generate reports in AvePoint Records.

- » Location Management
- » Box Management
- » Physical Item Import



Classification & Taxonomy



Retention & Disposal

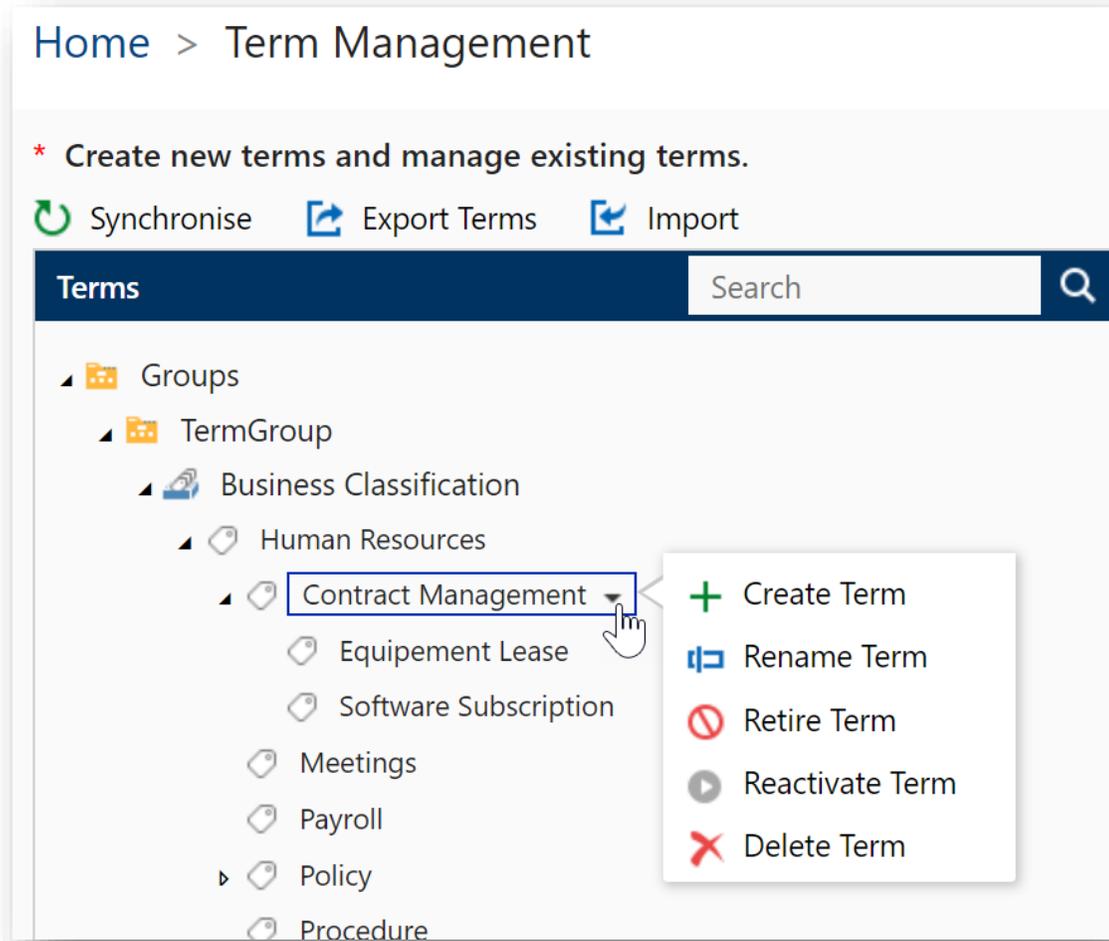


Audit & Reporting



Physical Records

"Terms" = Classification Labels



- Centralized definition and updates for classifications
- Import/Export Terms
- Organizational or Functional classification strategies

Associating terms with outcomes

Terms Search

- Groups
 - Records Term Group
 - Business Classification
 - CUSTOMER MANAGEMENT
 - HUMAN RESOURCES
 - Advice
 - Agreements
 - Contract Management
 - Industrial Management
 - Meetings
 - Performance Management
 - Policies**
 - Procedure
 - Salaries
 - INFORMATION MANAGEMENT
 - PROJECTS

Settings

Term Name: Policies

Description:

Rule: ?

* Object Level: Select an Object Level Add Rule

Order	Rule Name	Object Level	Action
1	Document - Move and Declare	Document	View Remove
2	Document - Destroy/Stub	Document	View Remove
3	Document - Declare Record	Document	View Remove
4	Document - Destroy - Manua...	Document	View Remove



Rules have highly configurable criteria

Define details &
Define rule
criteria + Add

* Define a rule

- Copy from an existing rule
- Create a new rule

* Define rule criteria

Archive the content when All of these criteria are met.

Modified Time Older Than 7 Years ✖

Column (Date and Time) Contract Expiry Older Than 7 Years ✖

* D

Define a disposal class ?

Disposal Class:

RDA:6789012-A

Lifecycle actions

What would you like to do with the SharePoint data? ?

Remove content from SharePoint and destroy

Retain content in SharePoint

Move documents to a new destination library

Declare each document as an archived record

Tag each document with the following metadata:

- Archived (Yes/No)
- Archived By
- Archived Time
- Custom Metadata

Move documents to a new destination library

Include declared records? ?

Include declared records

Enable manual approval? ?

Enable manual approval

Export the SharePoint content before archiving? ?

Export before archiving

Export format selection:



Rules can act on docs, folders, sites etc.

Rule: ?

* Object Level: Select an Object Level Add Rule

Order	Object Level	Action
1	Document	<input type="checkbox"/> View <input checked="" type="checkbox"/> Remove
2	Document	<input type="checkbox"/> View <input checked="" type="checkbox"/> Remove
3	Document	<input type="checkbox"/> View <input checked="" type="checkbox"/> Remove
4	Document	<input type="checkbox"/> View <input checked="" type="checkbox"/> Remove

Note: A dropdown menu is open for 'Object Level' showing options: Site Collection, Site, List/Library, Folder, Item, Document, Document - Destroy - Manua...

Determine where to place rules

Activate & retire terms

Term Activation Settings:

Always active

Take effect from:

Retire after:

Active from: To:



Configure and view deployment of file plans & settings

* Select the first level of the hierarchy to show in the classification column.



Business Classification

- COMMUNITY RELATIONS & PUBLICATIONS
- CUSTOMER MANAGEMENT
- FINANCIAL MANAGEMENT
- HUMAN RESOURCE MANAGEMENT**
- INFORMATION MANAGEMENT
- LEGAL SERVICES
- MAINTENANCE
- PROJECTS
- PROPERTY MANAGEMENT
- STRATEGIC MANAGEMENT

Would you like to specify a term as the default value for the column? 

Apply to the existing documents

Specify Default Value

Policy

 Unique ID Settings

Choose to inherit settings from the parent node if required.

Classification

Maintain integrity of moved documents

Unique ID ×

Do you want to generate a unique ID for each classified document/item?

No, I do not need a unique ID

Yes, please generate a unique ID

* Column Name:

The column name cannot be updated once it is created.

Unique ID Prefix:

This is not a required field; enter a value if required.

Configure
unique identifiers
across site
collections

Diego Siciliani

Wants to save his documents and not worry about records management processes.



AvePoint Online Services x Documents - All Document x Cloud Records...

Secure | https://avepointausdemo.sharepoint.com/sites/APCRecords/Shared%20Documents/Forms/AllItems.aspx?InitialTabId=Ribbon%2EDocument&VisibilityContext=WSSTabPersist...

Office 365 SharePoint

BROWSE FILES LIBRARY

SHARE FOLLOW

New Document Upload Document New Folder Edit Document Check Out Check In Discard Check Out View Properties Edit Properties Declare Record Delete Document Version History Shared With Share Alert Me Popularity Trends Follow Download a Copy Send To Manage Copies Go To Source Workflows Publish Approve/Reject Cancel Approval Unpublish Tags & Notes

Home Notebook Documents Pages

VERS Export Documents Export Documents Site contents Manual Approval Reports Recent Move Location Manual Approval Reports Recycle Bin

EDIT LINKS Exit classic experience

All Documents

Name	Modified	Modified By	Business Classification	Archived	Archived By
Capture	4 days ago	Alyssa Blackburn	Policies		
Phone Bill	August 24	Alyssa Blackburn	Policies		
Booking Form	August 19	Alyssa Blackburn	Reviews	No	
testbb2	August 8	Bruce Berends	Policies		
Manual Approval Escalation	July 18	Alyssa Blackburn	Policies		
Aus K2 Kick Off - Records Slide	July 16	Alyssa Blackburn	Policies	Yes	
CTP Update	July 4	Alyssa Blackburn	Guidelines	No	
NARA Metadata Elements Record	June 26	Alyssa Blackburn	Policies	Yes	
Stub.docx_1	June 26	Alyssa Blackburn	Policies		
Records Management	June 20	Alyssa Blackburn	Performance Management		
AvePoint Records Solution Proposal	June 20	Alyssa Blackburn	Contract Management	No	
Updates from Industry News _ Events and other groups	June 20	Darryl Clark	Policies		
Updates from All Company	June 20	Darryl Clark	Meetings	No	

Content is managed from the point of capture



Manual Approval

Irvin Sayers

Irvin is the nominated owner of a group of records and decides whether they should be retained or disposed when their destruction time is reached.



Manual Review notification

Focused Other By Date ▾

! | 📧 | 📁 | @ | F... | SUBJECT RECEIVED ▾ | S... | CATEGORIES | MENTI... | 🗑️

📅 Date: Older

R... [AvePoint Cloud Records Notification] New Records Pending Review Mon 7/23/2018 1... 5... 📧

Dear alyssa.blackburn ,

📧 Reply | 📧 Reply All | 📧 Forward | 🗨️ IM

 Records_Team@avepointonlineservices.com 7/23

[AvePoint Cloud Records Notification] New Records Pending Review

 If there are problems with how this message is displayed, click here to view it in a web browser.

Dear [REDACTED]

You have been assigned a task to review content that is due for records management action. You can review and then approve or reject this action using the following link: [AvePoint Cloud Records](#). If required, you can escalate these records for further approval. You can include a message to the next approver through the task interface.

If you have any questions, or this review has been assigned to you in error, please contact your Records Administrator.

Kind Regards,
The AvePoint Cloud Records Team



Manual Review Tasks & Escalation

The screenshot displays a web interface for manual review tasks. At the top, there are three tabs: 'Waiting for Approval' (green), 'Approved' (orange), and 'Rejected' (blue). The 'Rejected' tab is active, showing a table with one record. The record has a status of '1'. Below the table, there are columns for 'Record Name', 'Record Owner', and 'Approved By'. The 'Record Name' column lists several records, with 'Destroy PowerPoint.pptx' selected. The 'Record Owner' and 'Approved By' columns list 'thomas.jamed' and 'alyssa.blackburn'. An 'Escalate' dialog box is open in the foreground. The dialog has a title bar with 'Escalate' and a close button. It contains a section titled '* Escalate to the following users or groups:' with a text input field containing 'victor.lai'. Below this is a checked checkbox for 'Send an e-mail notification with the following comment:' and a text area containing 'Please review this for disposal.'. At the bottom of the dialog are 'Save' and 'Cancel' buttons. On the left side of the interface, there are '+ Approve' and 'X Reject' buttons, and a list of records with checkboxes.

Record Name	Record Owner	Approved By
<input type="checkbox"/> Destroy Excel.xlsx	thomas.jamed	
<input checked="" type="checkbox"/> Destroy PowerPoint.pptx	thomas.jamed	
<input type="checkbox"/> Destroy Word.docx	thomas.jamed	
<input type="checkbox"/> Manual Approval Escalation	alyssa.blackburn	
<input type="checkbox"/> Destroy after Manual Approval	alyssa.blackburn	

Escalate

* Escalate to the following users or groups:

victor.lai

Send an e-mail notification with the following comment:

Please review this for disposal.

Save Cancel



Ongoing monitoring &
management

Megan Bowen

Megan uses Cloud Records
to monitor and manage
content created in O365



Maintain Integrity – Auditing & Reporting



Report Center

Configure and view reports to gain a comprehensive understanding of the records, terms and business rules in your environment.

- » Content Due for Disposal Report
- » Term Usage Report
- » Rule Usage Report
- » Creation and Destruction Report
- » Available Space Report
- » Administrator Audit Report
- » Action Audit Report

Shows all content due for upcoming action

Shows how terms are being applied

Shows everything that has happened – created & destroyed

Report on any action by user or item

Upcoming action: Content due for disposal

[Home](#) > [Content Due for Disposal Report](#) > [Show Report](#)

Profile Name

Report Generation Time

Export Report

Manage Columns

Search

Object Level	Title/Name	URL	Term Name	Rule Name
Document	Stub.docx.aspx	https://avepointausdemo.sharepoint.com/sites/APCRecords/Shared Documents/Stub.docx.aspx	Policies	Document - Destro...
Document	Stub.docx_1.aspx	https://avepointausdemo.sharepoint.com/sites/APCRecords/Shared Documents/Stub.docx_1.aspx	Policies	Document - Destro...
Document	Manual Approval E...	https://avepointausdemo.sharepoint.com/sites/APCRecords/Shared Documents/Manual Approval Escalation.bmp	Policies	Document - Destro...
Document	Dispose and retain ...	https://avepointausdemo.sharepoint.com/sites/APCRecords/Shared Documents/Dispose and retain Stub.docx	Policies	Document - Destro...
Document	Move_CAFC9EFC-E...	https://avepointausdemo.sharepoint.com/sites/APCRecords/PreservationHoldLibrary/Move_CAFC9EFC-E969-411F-9EAD-A...	Policies	Document - Move ...
Document	Move_B92E1E7D-3...	https://avepointausdemo.sharepoint.com/sites/APCRecords/PreservationHoldLibrary/Move_B92E1E7D-3454-48EF-9F5D-7...	Policies	Document - Move ...
Document	Move to new locati...	https://avepointausdemo.sharepoint.com/sites/APCRecords/PreservationHoldLibrary/Move to new location_97C8E318-2A...	Policies	Document - Move ...
Document	Destroy after Manu...	https://avepointausdemo.sharepoint.com/sites/APCRecords/PreservationHoldLibrary/Destroy after Manual Approval_30EC...	Policies	Document - Destro...
Document	Dispose and retain ...	https://avepointausdemo.sharepoint.com/sites/APCRecords/PreservationHoldLibrary/Dispose and retain Stub_D2B22649-...	Policies	Document - Destro...



Review Past Actions: Creation & Destruction

Home > Creation and Destruction Report > Show Report

Profile Name

Report Generation Time

 Export Report

Action Type

Object Level	Title/Name	Time Range	Actioned By	Term Name	URL
Document	Dispose and retain Stub.docx.a...	3-September-18 15:44:23 (UTC...	Alyssa Blackburn	HUMAN RESOURCES/Policies	https://avepointausdemo.sharepoint.com/sites/APCRe...
Document	Stub.docx.aspx	4-September-18 13:50:42 (UTC...	AvePoint Cloud Records System	HUMAN RESOURCES/Policies	https://avepointausdemo.sharepoint.com/sites/APCRe...
Document	Stub.docx_1.aspx	4-September-18 13:50:44 (UTC...	AvePoint Cloud Records System	HUMAN RESOURCES/Policies	https://avepointausdemo.sharepoint.com/sites/APCRe...
Document	Dispose and retain Stub.docx	4-September-18 13:51:00 (UTC...	AvePoint Cloud Records System	HUMAN RESOURCES/Policies	https://avepointausdemo.sharepoint.com/sites/APCRe...
Document	Move to new location_97C8E3...	3-September-18 15:41:42 (UTC...	Alyssa Blackburn	HUMAN RESOURCES/Policies	https://avepointausdemo.sharepoint.com/sites/APCRe...
Document	Dispose and retain Stub_D2B2...	3-September-18 15:40:57 (UTC...	Alyssa Blackburn	HUMAN RESOURCES/Policies	https://avepointausdemo.sharepoint.com/sites/APCRe...
Document	Dispose and retain Stub_AA1B...	3-September-18 15:44:23 (UTC...	Alyssa Blackburn	HUMAN RESOURCES/Policies	https://avepointausdemo.sharepoint.com/sites/APCRe...

Managed Records

5486

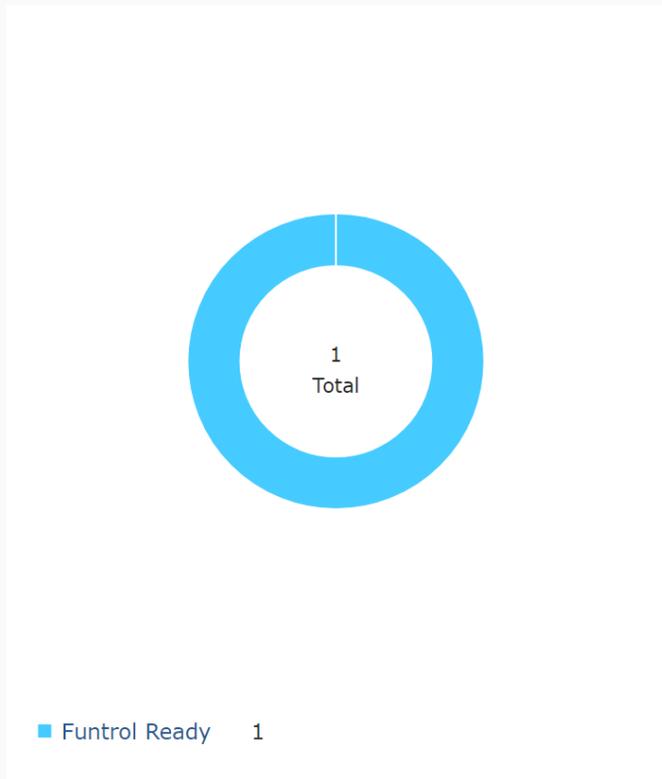
Destroyed Records

3251

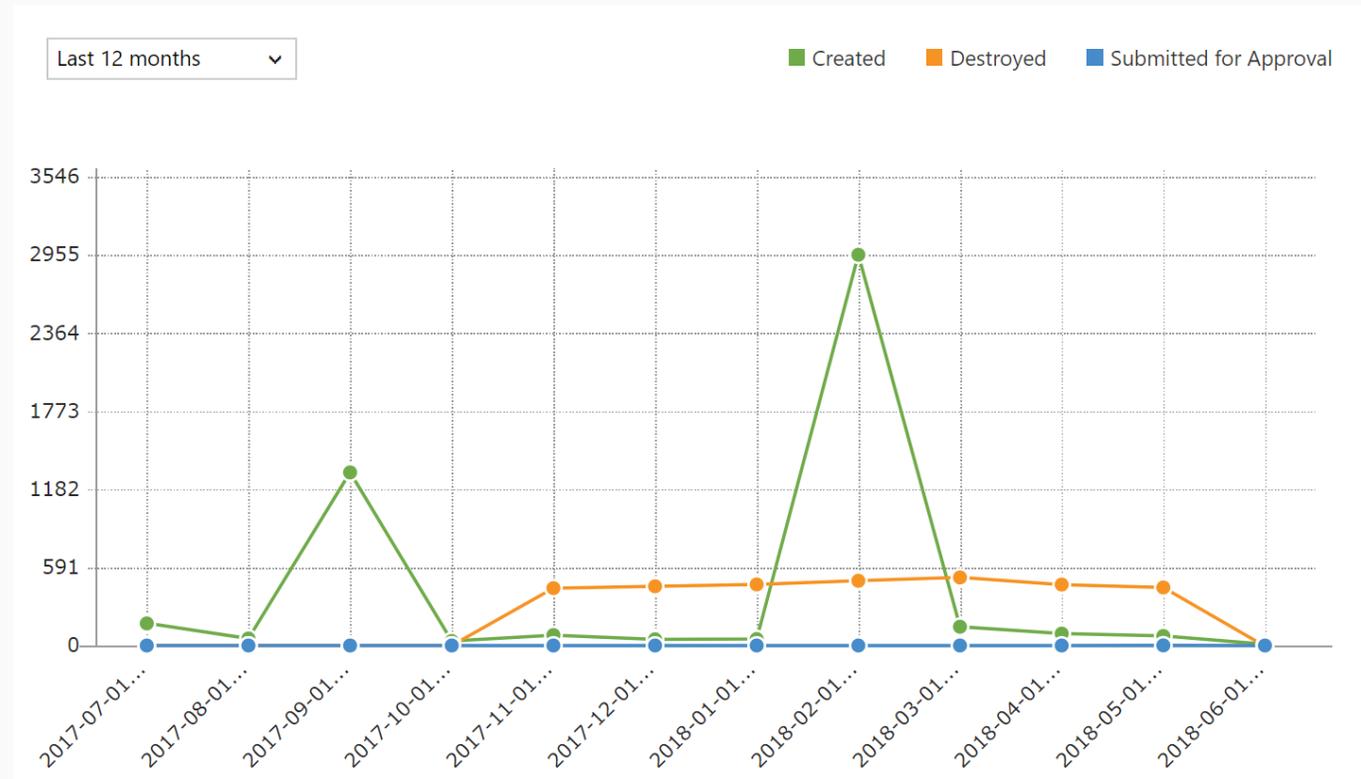
Records Waiting for Approval

1

Records Waiting for Approval by Owner



Record Volume by Status



Maintain Integrity – Administrator Reporting

Diagram

Details

12-31-17 - 03-27-18

Manage Columns

Time	User	Module	Action	New Value	Original Value	Status
03-01-18 11:23:20 (UTC+10:00) Canberra, Melbourne, Sydney	AvePoint Cloud ...	Business Rule Management	Run Disposal Job			Successful
				Disposal Class: DIS-1234 Disposal Condition: 1. Document, Modified Time, Older Than, 7Years 2. Document, Last Accessed Time, Older Than, 7Years 3. Document, Column (Text): Customer Retired, Equals , Yes (1 And 2 And 3) Disposal Action: Leave a stub in SharePoint for each record following disposal Include Declared		
02-28-18 10:27:37 (UTC+10:00) Canberra, Melbourne, Sydney	alyssa.blackburn...	Business Rule Management	Create Rule			Successful

OVERVIEW

Data Source: [SharePoint](#)
Name: Mission Critical 5.xlsx
Location: <http://revim/teams/Human Resources/HR Salary Contracts/Mission Critical 5.xlsx>
Record ID: REC-0000000076
Term: Legal Opinions

DISPOSAL INFORMATION

Rule Action: Leave a stub in SharePoint for each record following disposal
Disposal Due Date:
Rule Name: [Mission Critical Documents](#)

HOLD

On Disposal Hold: Yes
Hold Title: Mission Critical Hold
Comment: Hold issues by the very important Archives department.
Placed On Hold By: admin
Hold Until: 2019/07/01 18:00:00 (UTC+10:00) Canberra, Melbourne, Sydney

Record Own	On Disposal	Declared Rec
Yes	Yes	Yes
Yes	Yes	Yes
Yes	No	No
Yes	No	No

Granular details for each record

Term actions holds



In summary

What can 'I Love Lucy' teach us?

What can *I Love Lucy* teach us?

1

We're fighting a losing battle with volume

2

Users can't 'wrap the chocolates'

3

We need to use technology to automate



thank you

Gracias

ευχαριστώ

Danke

Grazie

благодаря

Hvala

Obrigado

Kiitos

شكراً

Tak

Ahsante

Teşekkürler

متشكراً

Salamat Po

감사합니다

Cám ơn

شكريه

Terima Kasih

Dank u Wel

Děkuji

நன்றி

Köszönöm

ありがとう
ございます

ໜ້ອຍຄຸນຄຳ

Dziękuję

谢谢

Tack

Mulțumesc

спасибо

Merci

תודה

多謝晒

дядкую

Ďakujem