

What is OPENness for twimbit?

SPEAKERS:

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Varnika Goel

Hello, everyone, and welcome to the first podcast of twimbit Tales. And here joining me, the young leaders of twimbit.

So today we are talking about openness, and what openness means to us as the leaders of twimbit and what openness means, in general - what we're trying to imbibe with looking at openness from four aspects. Internally, to ourselves and our team, what it means externally to our customers, our vendors who work with us. What it means to us in terms of giving to the society, how we drive inclusiveness, and what it means for us in terms of business, the whole mission of us of bringing joy in consuming research, how do we inculcate openness in it? And with that, I'm going to be opening the floor.

And my first question to you all. What do you guys think openness means to you when it is about yourself as a person, and what it means to you when you're talking to your team, or you're actually having your team moving around and doing conversations with others.

So, anyone can pick up the floor?

Jessie Tung

Oh, I'm going to go first, because I know Aman has a lot to say.

I think, for me, openness is really two things, right? Like, one is transparency. And two is the ability to speak your mind. So, I think when it comes to this, you mentioned about to your team, to me, is whether or not we can really share our true objective, what is the true goal that we want to see, I think that being open with them, like what is the expectation they open to them? Like what is the struggle, but of course, you know, it is easier said than done. It is really hard to be vulnerable, especially like you mentioned, we are the young leaders, very enthusiastic young leaders of twimbit. And I think that I always try to keep in mind that our team deserve to know the truth, deserve to know what goes in the

back-end, deserve to know the struggle that we are feeling. And it's everything, everyday a learning curve, even for myself on how to be open with them with the truth. Because it's just like, when you're a kid, and you want your parents to be open to deal with the struggle that they're feeling, but they're not going to do it, because you are kid and they don't want to worry you. So, yeah, I think to me, openness is really about two things, right? Transparency, and being able to say what is in. So that's from my perspective.

Varnika Goel

Awesome. Transparency, and to being true to yourself. What else, guys?

Inderpreet Kaur

I think for me personally, openness would be honest to myself, and being able to cope up or respond to the change. And if I think or look at what has happened around us in the past one, two years, your ability to change and your ability to cope up with change has an impact, not just for you as an individual, but for you as a business as well.

So, within my team, and for myself, I think I define openness as being your readiness to accept the change, or even the ability to go and say – Ok, we are going to go and at least evaluate what this change means for us. It could be a business change, it could be a change in the business model, it could be a change in the way we work. But starting off with the first step and evaluating that change, we adopt it, or we don't adopt it, having that sense of responsibility to look at what is happening and how it is changing. How things are changing around you.

Varnika Goel

Awesome. And we come to Aman. For him, everything is open. He just likes to propagate open, open source, Openness, everything open, come on Aman...

Aman Sharma

Yeah, I think you guys can sense how much annoyed these guys feel because of my openness about open. So, I think and why did I, bombarded this word open, as we were in a discovery and embarking on this journey of creating twimbit. So, I have a little bit of background with the open-source technology itself, like how softwares were built in like, 20 years ago, and how they have evolved later

on. What was the main intent and what was the main problem. Why people thought of this kind of model of sustainability of running a company can be successful as well, while maintaining a sustainability overall in the world. So, to just, you know, pick up on that point. Firstly, like, we need to understand what twimbit really stands for and what we are trying to do. So, we say that we are here to provide a world better tools where they can discover and shape the future of research, or the current trajectory of research as well.

So, when we say that, kind of when we are putting these words, we are saying something around accessibility, inclusiveness and democratisation of the decision-making principles, or even the way we strategise our product. We shouldn't be thinking more like on the corporate-ish language. where things have been most of the time that, what we think for the customer is right, we will do it, we'll see our profit first. And then customers - it should be a surprise, surprise to them. And that's why customers, sometimes in the next launch will be happy to see new features. And sometimes they will be sad to see new pricing changes and all that. But I think these concepts are changing in terms of how it has changed in the software development industry for the past 20 years. So instead of saying that, why not create a platform that is built on each everybody's opinions, and each, everybody's say about how they want to build a research platform of the future.

So it's about hearing them out, creating a platform where their needs and priorities are considered first, and then copying that same business model and same strategy inside the team as well. For example, you are not, kind of putting in on a burden. Okay, let's team let's create this, like how corporate companies have been doing for the past 20 years, but instead saying, what do you think is the right thing to do if we want to achieve a vision, and that is a more successful and inclusive business model. I think in my in my case, because then you don't need to have motivation again and again. A person makes his life goal to achieve a certain vision in the life and then he just retains it, you don't need a mentor or a manager or a CTO or a Co-founder to tell him again and again. And that's the beauty of our startup. That's the beauty of the research world we are trying to create. So that's the main intent, why I advocate openness too much.

Varnika Goel

Awesome. So, how I think about openness is - I'll give an example. So when I started my career, and I started my career with a very big company, it had a lot of hierarchical structures. It went with a lot of process-oriented standardisation concepts. And the first week, 10 days of start of your career or start of your job, you were put into a program where you were given a set of tools, and you know, a set of policies. You had to go through norms, you had to go through standards, you had to go through these, you had to learn X tool, Y tool, just to become ready for that role. And that actually restricted me as an individual, that I couldn't share what I had in mind as a young individual starting career, excited about

her role, okay - I can do this, I can do this, I can do that, I have these things in my mind. And although I was starting in an incubation team, who was trying to start a new process in the organization. However, I was still pushed back with the same company rules and policies and standards. What it did was, it restricted my openness, because I did not have the freedom to share my ideas, because I had to follow a certain norm. So, as an individual, I felt that, you know, I could do much more, but I wasn't given the ability to do much more.

And that is where, is the first aspect what I felt when I joined to twimbit was, I was given a blank slate. That here it is, explore, do what you feel like, and then let's see what happens. Because then it gives me the flexibility to talk, it gives me the flexibility of sharing ideas; whether I'm right or wrong does not matter. Right? And that helps me also to shape my team members. Because when I shared my ideas with my team members, and they shared their ideas with me, I could learn new things from them, and they could learn new things from me. And that's how we collaborated and we became a team, and now a bigger team. And that is the ideology we're sharing amongst all of them. So that level of personal transparency and then cascading that transparency to the wider team to actually, be comfortable and inviting new opinions and point of views. And at the same time, being comfortable in actually, implementing other's ideas, is I think a very big aspect of openness. Which I think has shaped openness for me and openness for the team as well.

Aman Sharma

It's same like, for example, I really like the term that you said, any big corporate company will pass people through a training program, which is more like passing people through a production line where you are trying to brainwash them, and bring them to the same energy level as other people so that other people don't start revolting. I don't know, if that saying is right or not. But that's what I have felt. I've never worked in the corporate company, corporate landscape before. But what I really believe is like, let's say, you are given a virtual scenario in which you have some Africans, you have some Americans, you have some Indians, you have some Asians, and then you just drop them on an island. Just imagine what will happen after 20 years. You don't tell them anything to do. You don't say what is the objective, and what you will see, a new kind of culture being developed in this scenario. Human beings are very capable of these things.

So as leaders, we are not here to control the culture. We are here to influence the culture, we need to provide the better tools, the better comfort, the better warmth to our new coming people so that they feel like okay, you know, this is our place, let's create a culture like this. Like how you we used to do in the college. But what we were always frustrated about was our professors and everything, just trying to impose the rules. So, the same kind of rebellion movement, we don't want to bring it, the same culture in here. But more like a volunteer university kind of culture set in twimbit, where anybody is

free to choose what ideas they want to work on, what is the next vision they want to work on? It doesn't need to be connected with the world, they need to know the problem that we are trying to solve, and then the means and tools they discover themselves on the way.

Jessie Tung

I think that, like that is very true point. Because, frankly, speaking, I come from a corporate world as well. My family's all corporate. And it never occurred to me that people who work for a role is literally working for a role. Like, that's literally what they do. And it never occurred to me until I went to the corporate world. And I was like, hey, why am I doing the same thing? Like what Varnika said, like, they put you through the induction program, which I've never even paid any attention at it. I just enter, do my work. And I'm like, yeah, like, what, why are we here? You know, I'm always been, I guess, a little bit of a misfit in the entire corporate setting. I think that's why, you know, I'm in a startup and, and I truly enjoyed it, right? But one thing that I realised, I mean, being in a hiring position, and like managing others, right, it's more like, I don't know, let people do really enjoy that structure. Because, you know, we have some former colleagues who has left us because of - they seek a structure. I think that's where I struggle to understand, how do we divide between being openness, that openness to explore, and yet enough to put people in the direction that they want themselves to go to because they still need, like, what Aman mentioned, influence the culture. So even if we influenced the culture, but how is that enough to sort of push them to the direction that they didn't realise set them that way? So how would we?

Aman Sharma

Yeah, I think the differentiation is more between, the organisational system kind of setup - that's even needed. I have a friend who works in Microsoft, and we were having a conversation yesterday, of how their positions are divided into some kind of games ranks. Like he's on rank 61 to earn this much salary he has to reach rank 100 and I was like, this sounds fun, it should release the Xbox game or something, where each employee is a digital avatar or something. I mean, of course, like when the company size increases, then you need these kinds of system. But these are not the things that should come on day one. I mean, like imagine if you are adding a limiting factor on the day one. What kind of place it would become after 20 years when people are like 1000 or 10,000 people. I don't know if we will be reaching that size ever. I believe in having small teams and you know, working very close instead of working with a lot of people. but still when you have a large number of people and then there is some fraudulent thing happening, you know, judiciary thing happening, legal things happening, then there needs to be a system involved. But before that, the trust and loyalty from the employees is the biggest

check of all these things that you can have. And if you make them feel part of - no guys, see you are not here to just earn salary or working for the rank. But this is where your company is going to give you new dreams, new aspiration, then they feel like that I mean, how we are creating products for our customer. You see, in a way, the startup is a product for the employees where the final outcome that they are getting out of this product as a startup is their improved future. So, if they are kind of betraying the company or not being ethically right or not having the right trust, they are kind of betraying themselves. And that's the only thing that you need to make them realise, right? Instead of putting them into, okay, we'll be given a harsh punishment or say, this is the system you have to follow and all that, that's pretty much hard to maintain, because we have seen in each of our childhood, you know, that wasn't the right incentive that our parents tried to convince us with. But the appreciation or incentivization model is a much better model to work. And that's where the openness comes into picture. Also, you give people chances, you appreciate them wherever they do right things. And that chain follows.

Varnika Goel

Also, I feel that with, with the structure and unstructured. How you can tackle that is have the conversations with your team members regularly. You will understand that those conversations whether these people are the ones who want structure in their life, that guided way of conducting work, or they're more creative, they're more free, they're more relaxed, when they do not have a set pattern or structure. So, when people who need that guided attention - we tweak our model, we build that openness through a guided structure for them, whether we instill the fact that we're going to go by this process, why don't you follow these steps and process and you will be in a safe zone, because the reason why people like that structure is because they want to be in a safer zone. And the risk of working in an absolutely open, unstructured environment is that the failures can be higher as compared to a structured format. So, the only reason why a person would want to move towards a more structured environment is because they have the fear of failure. And the fear of failure is overpacked, barring the need to be in that open environment. Or maybe somebody needs structure more from a directional standpoint, that, you know, I am clueless, and I cannot be in a clueless environment all the time. And therefore, I want you to give me a guided direction that this is where I want to go. And in that case, the openness comes in with that conversation. The person needs to feel confident, to come and say that to you that - you know, Varnika I am feeling clueless, I don't want to be in this clueless environment anymore. Please give me a guided direction. And I will walk through that. And maybe we test out. So, that's the cool part about us, that we have that agile ability and the iterative approach that we can change ourselves and adapt ourselves to what the other person is trying. And this is where we come back to that openness concept that, you know, we have the

capability of hearing what the other person is saying then adapting to their styles as well, and tweaking that in more twimbit way. So that the person feels both comfortable as well and motivated to work.

Inderpreet Kaur

I think I probably resonate with what you all mentioned, about being open and about being a little unstructured. But somewhere in my mind, I'm not 100% or completely convinced of being so fluid, that there is no structure at all. So, there could be some components of it that can be fluid, that could be flexible, but then there are certain components or certain parts of the structure where you have to draw a hard line. And that's essentially so because, you know, my team, I see a lot of pressures coming and maybe you know, they are clueless, what to do, what not to do, where to start where not to start. So I feel that some sense of direction is required. I always felt that, you know, if you have a concentrated effort, I think it's better to have that rather than your 10 people working in 10 different directions and having their own thoughts and making all their efforts in different ways. Than having a team which will one work towards you know, selective set of goals are probably, set up work or concentrate their efforts towards achieving the goals and help each other in that way. For me, probably, you know, openness would be, let's say, being transparent and being in that position to offer them all the guidance that they need to reach what they want to become. I think that's where I come from.

Aman Sharma

Yes, a lot of intent is not to decide between structured or unstructured - the structure is very important. And recently, I've been going through the Lean Startup book, and it very well mentioned that the organisation or structure is important so that we don't lose ourselves in the three paradigms of the vision strategy, and the product. The product keeps changing, the strategy changes according to it, but the vision remains same. And there needs to be a system that ensures that when these things change, they change for a reason. So, the thing is not about, having no processes or no structure at all, but at least when you are creating one, at least in the beginning days, create them with the inclusiveness in mind.

For example, we have a platform called as club.twimbit.com that was created for the main intent of research, co-creation, and also discussing our own internal staff needs, like how they want company to move, and progress towards, right? So let's say if any dilemma we are having next time, right? Should we have a remote office? Should we have a co-remote plus physical environment or a total physical environment? So of course, like, there is one hunter from the leadership, and then everybody agrees to that, nobody will have a problem. And maybe it's a profitable decision. But if you add, what you say,

people's touch, to it, people's conversation to it, and open conversation, where everybody has an opinion, it doesn't just help you get a better answer. But also, they feel more involved, they feel more accepted towards the idea of accepting the new guidelines that are coming. So especially, and you will form a culture where, people are arguing, having healthy conversations around a lot of things that we have discovered in twimbit, so far has been a result of these healthy conversations, only. Some arrogant brainstorming conversations, like Aman, should we do this, font - should be this and all that, but thank God, we had those conversation, right? And that's why we have a product that satisfied everybody and all of us are having conversation right now. We feel it's a volunteer process, we don't feel like you're not getting extra paid for that, you wouldn't get extra rank like Microsoft does, right? It's something that is coming from our heart.

So, in the good days, when everybody you know, celebrates the appreciation or success together. In the bad days also, we will come together and we'll let you know. support each other. We will not say that this is just the CEO or CTO's problem. But this is like everybody's vision. These are the one who just represents us. But when we were making decisions, they added us into the decision-making process. So, we should be also there when there is a bad time. So, I think that kind of connected open culture is what we are pointing towards. It's a system where everybody feels part of, nobody feels left off.

Varnika Goel

And I think you touched upon a very interesting point, which was around inclusivity. And this is what I want to understand. So we've talked about ourselves. We've talked about our team. We've talked internally, yes, we are the custodians of openness. We imbibe it, we embrace it, we envision it to be a part of us forever. What is there about the Society? How are we driving that openness outside of us, whether it's our society, whether it's about a customer, whether it's about talking to even our vendors or suppliers? How are we driving that openness?

Aman Sharma

I would like to know Jesse's answer first, because she's the one who is more connected with these people. I'm more into the coding and developing side.

Jessie Tung

The thing is, I think for my role, I deal with a lot of customers, I deal with a lot of partners. I think the key to understand is, everybody has their own agenda. Everybody want to do things a certain way because they need to answer to their management, I need to answer to my management. Like, it all ends up that, I realise the key goal here, is to be true. It's kind of like this: If let's say I go to a partner and I go like, hey partner, this is how much we can do and I'm being really honest here. I'm not even trying to pretend that I'm trying to, like play hard-to-get, and out to try and get more money of you, that really isn't like that, right? Because, first of all, we are a startup. And we are disrupting a very traditional industry and with very traditional players who are charging very high prices, right, which have plethora of vendors that they can choose from. So, as a startup playing in such a, I would say almost a scary feel, is not like your consumer feel, you're playing a B2B feel. It comes very, the only way to solve it is really to be open, and really, to be open with the problem that you're actually facing. Like being open to saying that you're vulnerable, that you can't do it, like certain ways, right? So, I think to me, it definitely isn't always a good thing. Because this, again, is an industry that requires a high level of credibility, a high level of professionalism, that you can just go and - it's not like B2C, right? You can't just go tell the client that, oh, yeah, my logistic guy is sick. It just doesn't work that way. Yeah. So it's really being true, like being open to being vulnerable, and hope they understand it, I really need to thank our partners, some of our partners are really great and understanding. And it all stems from, it helps us build relationships with them.

Aman Sharma

When I was thinking of what kind of company that I would like to work with, I always envisioned of something like a bakery shop. Where you are owner of the bakery shop, or even if it's a chain, but every time a customer walks in, you hear the bell sound, that means you have proper controls of knowing whenever somebody is coming, and then you are personally greeting - Hey, hello, how you doing, how your day is going? Then you can suggest them, how they can improve their lives in terms of what new breads they should try, or the kind of new bakery stuff. Varnika, for sure, loves going to these bakeries. And me also. So you can personally greet them, even you know, you are accepted towards it. Imagine which bakery shop you would love to go with -shops where they are open about the feedbacks. They say - okay, no problem, we'll give you a refund. Or maybe we'll give you a better bread, or maybe we will suggest you should try this pastry or one in which they are like, okay, this is this much money, and we don't talk here, we just produced that thing, right? You directly have that answer. So, what really openness with a customer means in a metaphoric way, is how can you create a representational structure, where the customer feels like that the company who is providing the

service is just a counter behind and they are there to listen, right? Even if they are our partners, they are our customers or even the individual last-mile person, right? So that comes from having a customer support where we can directly talk. Even we have randomly, video called some of the customers when they are not able to understand the technology and even if it's off the topic, even if it's not related to our company anymore, because what it means to us is making them successful, finally. Then recently, we thought why not open? What conversation we are having inside the company, a little bit to the world. So we started releasing product releases with the people, so that they get excited, they vote for what features they like. We have a feature request board, where any customers can tell us what features they would like us to work with, request for insights, where they can request for content they would like to get on twimbit. And then finally, research co-creation, where partners are coming up excitingly telling us what new research we should do. And even when we are having conversation with our customers or enterprise partners, we tend to have that feeling that, okay, it's not a production process. First of all, you know, we rely on your feedback to create a product. We are trying to create a breakthrough in our industry, which has been dominant in a very non-democratic fashion into the pockets of people. It's the first thing to create an open culture and solve this problem, is to hear out these guys first, right? So, my example for maintaining open relationship with customers - be like a bakery shop and I'm the baker.

Varnika Goel

I'm going to be your first customer and your loyal customer. Yeah. And I'm going to be that bakery customer who's going to be sitting there like a granny, giving all the time, giving instructions.

Aman Sharma

You know what drives the customer most you will refer your friends to come to that bakery shop, right? So that's the main intent. You don't need any marketing or anything like that. You just create a very organic healthy relationship with the customers, provide them with a warm touch, of personal touch of co-founders and then just they become the advocate of the product, and you don't need to do the advocacy.

Jessie Tung

What will you do to your competitor, your competitor who are baking right next to your shop?

Aman Sharma

It's a very good point that Jessie have touched. First of all, the market we are in having competitor is a very bad thing. Because if we are solving a world's problem, it doesn't matter, who is solving it. This is a big intent, right? Let's say SpaceX is a very successful rocket company. But if NASA was seeing it as a competitor, then no patents or nothing has been opened to the space company, and they would have to invent everything from the scratch. So, this is where the open-source principles comes into play. A lot of our listeners would be surprised that even Google, Apple and Microsoft are competitors in that landscape. But still, they share open-source technologies together. You won't believe it, like written code by a company, Microsoft -Google will be directly using that technology. Some technology written by Google, other company will be directly using it. And that's the way it works. You know, the main intent is to innovate human inventions, human experience. And even in research. If you have a competitor, why do you have a competitor at all? Why can't we have a standpoint, where both of us can collaborate on some points, but we don't reinvent the wheel? Right? You invent the wheel, I invent the spoke, because we have to invent the cycle ultimately, right? That's how the global economy works. So, the system is changing. It has been adopted by different companies as well. Research, unfortunately, it wasn't that scenario. But I think we are there to bring this touch and openness to that industry as well.

Jessie Tung

Yeah, I can't, I can't imagine, like my former company sharing research with another company without calling them like, oh, they're copying us. I kind of imagined for us, but definitely, I think it's something that we're changing, as really big. That's really taboo to even say that, like, oh, your research is from that company combined with this company. Like, it's something that unheard of, and unthinkable.

Aman Sharma

But that was the same scene, right? If you go 20 years ago, IBM using Apple's code, right, this was a lawsuit by then like when Apple introduced the mouse cursor from Xerox, they were like furious, right? Then windows copied some UI elements from Apple. But now you don't see that. Like now, in technology, these things seem more common and common, like same search engine, same style, same UI style, same user experience, same features, even name of some features is same. So, people are not creating a unique identity or copyright infringement issues, but they are more into collaboration, because the customer success is what means a lot. And you have examples of the other way around as

well. Right? I don't want to point but like if you know, Apple lawsuit, where they're trying to maintain a market share, you know what happens when these company becomes too big. They have done good things for the people. But still people think it's bad because they're keeping it in a closed door. So, starting it from day one being open is I think, a right way to go.

Varnika Goel

True. What do you think, Inderpreet? You work with telecom people? Do you think they are as open as others?

Inderpreet Kaur

Telecom is one of the most open, open industries, I'll say. And maybe, they're trying to open up now? Because they've been disrupted by open companies, as we can see. But yeah, I think from the customer standpoint. Well, when I was being interviewed for twimbit and for this role, I was asked one simple question, about how would you go about producing a research? And I gave my traditional answers about, you know, when you research the topic, you do this, you do that, And then, at the end, Ashish asked me one simple thing. If you have to prepare something special for your husband? How would you go about doing that? And I think, the first thing was, you have to know what your husband likes.

So, you know, in this way, you have to know what is of value to your customers, what is it that they want to read? And what is it that will solve the problem for them? So, in that way, if we are open to them, and if we are inclusive of them in our research process, at the end of the day, when we serve them the research, they will not be surprised. They will probably be surprised in a nicer way. It's not that you know, they asked for something, and we are delivering them something else. And probably during that process, I guess they would know how the research was done. They have themselves contributed to the research. Probably to the extent, they will know the drawbacks also. So, when I make a point in my research, they will probably - while reading it, they will know where I'm coming from, because they have been a part of it. So, I think that's one of the very, very good outcomes of being open with your readers and involving them in our research.

Varnika Goel

Well, so we are open internally, we're open externally. How are we open in terms of shaping research? I think that's one last fundamental question that I want to ask all of you guys. We say we're creating a platform for users, influencers, creators to shape research. How are we doing? How open are we when we say that? How okay are we to get pushback on it? How, okay, we are to change ourselves. If tomorrow somebody says, this is not okay, we need to do something more. Do you think we have the capability of being open in that environment? Or do you think that what we are trying to do, as a revolution, is so open in itself, that we have to go ahead and change the mindsets of people to move from a closed environment to an open environment?

Aman Sharma

Yeah, I think, it's the second one, because it's basically when you are trying to change a complete ecosystem perception about how things are done. And again, taking the example of how open-source product development methodology has changed over times. So, you have to lead yourself as an example, you know, and we have always done that in twimbit, right? But some of the research that we are writing, we try to involve other people with their surveys and votes. And even we sometimes ask them, if they can include their own fundamental points. What they would like us to discuss on in this discussion, or, you know, give us the relevant direction, what research we should do next.

So, in open source as well, this is how it works, right? A company tried to solve a fundamental problem; then other company comes, it tries to solve another fundamental problem. But right now, they have an open option to have some built-in capability, which is a foundation stone from other company, and they can utilise over it. So in the same way, what we want to do is like, instead of, let's say, company A -complete research company, and they want to build a research, they don't need to do everything from scratch. They can combine information from different sources, as they are doing research, they can have a complete search aggregation technology, in which research that has already been done, can be fed directly to them, so that they can focus more on what is a tangible outcome they can produce for the customers. Instead of getting that data again and again, and feeding that data into that reports. That's what really matters. The customer really doesn't, has more issues with the royalty or the originality of the content. As far as he's feeling that his purpose or his mission to come and read that content is being achieved, right? So that's the viewpoint from my side.

Varnika Goel

Awesome. So, what about Inderpreet & Jessie?

Jessie Tung

I remember when we first started to build twimbit, the idea was simple. The idea was, let's digitalise how research company delivers research. And then we built this platform, we spent, Aman spent, like, almost a year and a half, almost there? So far, it's crazy, right? We do all this. And then we're like, hey, you know what, let's open it up to everyone else. Like how about everyone else to do it too, like, why are we like, it just shows, right? Like where we want, because we truly think that, you know, being able to revolutionise an industry - it takes a village or an entire city to do it together, right? And think about it - like I am actively trying to onboard different research firms to put their content on twimbit and allow them to monetise their content on twimbit. And which, other research firm in the world, will allow their competitor to use our technology and make money off our technology. I think that really shows where we are and what we are and our priority is and what our belief is. So, I think openness is within the core of the business and we want to extend this culture, this system to everyone else, who works with us.

Varnika Goel

Very precise. Awesome. And Inderpreet, what do you think?

Inderpreet Kaur

Well, I completely agree with what Jessie just mentioned. And I think we should be open towards accepting what is our greatest strength, and offering that, to being open to offer that to, you know, I don't call anyone our competitors, we see it's a space where we all co-operate and at the same time compete. So, if our platform is our greatest strength, then so be it.

Varnika Goel

Great, guys. I think this was an interesting conversation. I think we will keep our conversations like that, as open as they are. And stay tuned. We're going to have more sessions on twimbit Tales. Thank you so much, the young and enthusiastic leaders of twimbit, for today's session.

Thank you