

Smart Content Framework™ White Paper

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Abstract

The **Smart Content Framework™** was developed by Concept Searching to address the need for information governance as it applies to unstructured content. One of the biggest problems tackling the implementation of an information governance strategy is that most companies still do not manage their unstructured content, nor do they use it to improve a variety of business processes such as search, records management, compliance, data privacy, or Enterprise 2.0.

This white paper defines the building blocks that are needed to achieve the ability to not only manage unstructured content, but also implement a strategic and tactical information governance plan. Having several clients who have implemented the **Smart Content Framework™** has proven it to be highly effective and provide significant value in terms of risk reduction and improved business performance.

Author Information

Martin Garland has over 20 years' experience in search, classification and Enterprise Content Management within the broader information management industry. His keen understanding of the information management landscape and his business acumen provide a solid foundation for guiding organizations to achieve their business objectives using best practices, industry experience, and technology. Martin's expertise has been instrumental in assisting multi-national clients in diverse industries to understand the value of managing unstructured content to improve business processes.

He has focused on sales, marketing and general management, and has expertise in both startup and turnaround operations throughout Europe, the U.S. and Asia Pacific. One of the founders of Concept Searching, Martin is responsible for both business strategy and North American and International operations.

Overview

The **Smart Content Framework™** was developed by Concept Searching to address the need for information governance as it applies to unstructured content. One of the biggest problems tackling the implementation of an information governance strategy is that most companies still do not manage their unstructured content, nor do they use it to improve a variety of business processes such as search, records management, compliance, data privacy, or Enterprise 2.0.

The **Smart Content Framework™** provides the building blocks to not only manage unstructured content but to also leverage content assets to reduce organizational risk, solve business challenges, and improve business processes. The uniqueness of the **Smart Content Framework™** is the ability to combine the building blocks with one set of technologies, leveraging an organization's current IT infrastructure and internal expertise. The flexibility of the technologies enable the organization to address key failures within the management of unstructured content and solve pressing challenges for example, data privacy issues.

This white paper defines the building blocks that are needed to achieve the ability to not only manage unstructured content but to also implement a strategic and tactical information governance plan. Having several clients who have implemented the **Smart Content Framework™** has proven it to be highly effective and provides significant value in terms of risk reduction and improved business performance.

Building Block 1: Metadata

The role of metadata has been transformed from being an afterthought to a fundamental requirement for organizational growth, profitability, and risk reduction. The term itself is abstract and not widely understood by business users. Yet metadata has played a critical role in IT investments for many years including Knowledge Management, Data Warehousing, Data Mining, Business Intelligence, and Customer Relationship Management.

At a fundamental level, enterprises still struggle with managing content assets. This has always stemmed from the end user's inability to accurately and consistently tag content for search, reuse, storage, records identification, and archival purposes. Most organizations focus on relying on the end user for appropriate metadata tagging. Typical software applications still lack the ability to fully extract the concepts within content, nor do they have the flexibility to be applied to multiple business disciplines. For example, one solution may improve search outcomes, but can't be used for records declaration and preservation. Only by eliminating the human factor from the process, and providing a technology that can automatically generate semantic metadata through concept extraction, can viable enterprise metadata management be achieved. The statistics indicate that:

- 80% of Enterprise Data is Unstructured (IDC)
- 60% of Documents are Obsolete (eLaw)
- 50% of Documents are Duplicates (equivio)

“Without effective governance, most technology-focused metadata projects will fail.”

Forrester Research

“The metadata infrastructure provides the critical glue that binds the information infrastructure to the underlying IT infrastructure. Sound information governance practices would take advantage of the metadata infrastructure, to ensure that content and data are managed consistently and adhere to written policies, across on-premise and cloud based environments.”

IDC
Digital Universe Study 2010

Creating metadata repositories and taxonomies that are optimized for the organization is challenging, as each participant in the process, and every end user, may have a different way of expressing the same or similar descriptors (metadata). The goal is to not only give people the right information, but information distilled from a variety of distinct content, making available useable knowledge.

Many of the issues organizations are seeking to solve include:

- Identification and protection of secure content assets from unauthorized access and in accordance with compliance procedures
- Normalization of content across functional and geographic boundaries
- Integration with the organization's enterprise search engine
- Ability to apply policy consistently across diverse content repositories
- Elimination of costs and errors associated with end user tagging

An enterprise metadata repository is the primary building block in the **Smart Content Framework™** that enables the proactive management of content. This first building block is an enterprise infrastructure component tightly integrated with the management of the lifecycle of content.

This key component of the framework provides the technologies to build a consistent information infrastructure that can be shared across different applications and business divisions. This is the key factor that extends the usability of the metadata framework for improving search outcomes, records management, compliance, governance, migration, and protection of content security assets.

Building Block 2: Insight

A sound information governance strategy includes enterprise search. These information access technologies are a powerful business tool, yet surprisingly often looked at as an optional component in the IT toolset. For many organizations, content exists in numerous locations, on diverse repositories and replicated across various silos. Most end users are unable to find relevant information to support business objectives resulting in the inability to find, reuse, and repurpose information. All of this leads to impaired decision making and decreased organizational agility.

Manual tagging is subjective at best and often lacks any alignment to the enterprise goal or mission. Studies have concluded that the same individual will tag content differently in the morning to the afternoon. This subjectivity is immediately applied to your search results, resulting in inaccuracy, subjectivity, and relevant information never being found.

The results of impaired search results and organizational costs include:

- Estimates indicate that end users spend 2.5 hours per day to find information necessary to do their jobs (*IDC*)
- 85% of relevant documents are never retrieved in search (*IDC*)
- 23% of executives feel that the top drawback of enterprise search is that too much irrelevant data will be found (*Information Week Analytics, 2011 Search Survey*)

“By itself the search function has limited value. The real value of search and information access technologies is in the ongoing efforts needed to establish effective taxonomies, to index and classify content of all kinds, in order to provide meaningful results.”

Tom Eid,
Research Vice President
Gartner Group

Traditional search products force the end user to ask the right question, using the right combination of keywords, and repeating that iteration until the content is found. This not only hampers the user's ability to find relevant information and reduces their productivity, but also impacts the organization financially. Information can't be used because it can't be found, information that can't be found has no value, and information that is hard to find is rarely used.

Many of the issues organizations can solve include:

- Provide insight into enterprise search
- Reduce duplication of content
- Make content available for reuse and re-purposing instead of recreating it
- Ensure compliance and security of content assets

The second building block in the **Smart Content Framework™** is Insight. The two key performance measures for information retrieval are precision and recall. The ideal solution is to have them balanced. Precision is the retrieval of only those items that are relevant to the query. Recall is the retrieval of all items that are relevant to the query. Higher precision often leads to missing items that may be relevant to the query but may use a different vocabulary. Higher recall often leads to the retrieval of too many items that may be unrelated to the query. Regardless of the enterprise search solution, the delivery of meaningful results depends on the ability to effectively index and classify content, and to develop taxonomies to better manage the content. The search engine itself provides the features, functions, and interface, while the classification structure delivers relevant results. Transforming content into knowledge assets can lead to better decision making and business agility, but only works when the content can be found.

Building Block 3: Governance

The overarching enterprise governance structure allows staff to work in the most efficient and effective way possible by giving them access to information assets in a controlled and secure manner. A key component is ease of use and transparency. If governance or information management controls are too difficult, they will fail. Organizations typically take one of two routes; either they keep all information, or force the deletion of information according to policy or length of time. The first approach results in an overwhelming amount of content, still growing at an exponential rate, that is unmanaged, and the knowledge of what the content contains can't be identified. In the second approach, the organization is deleting corporate memory, not only intellectual assets but also records needed for potential non-compliance issues. In both scenarios, the organization is at increased risk and incurs costs associated with the inability to apply governance to all forms of content within the organization.

The costs to the organization include:

- Less than 50% of content is correctly indexed, meta tagged or efficiently searchable (*IDC*)
- Highly trained information specialists will agree on meta tags only 33%-50% of the time (*Cyril Cleverdon*)
- Average cost of manually tagging one item runs from \$4-\$7 per document and does not factor in the accuracy of the meta tags nor the repercussions from mistagged content (*Hoovers*)

“Gartner predicts by 2016, 20% of CIOs in regulated industries will lose their jobs for failing to implement the discipline of information governance successfully.”

This building block consists of tools that ensure information quality, maintain the lifecycle of information, address the retention and disposition of records, secure and protect privacy, and establish standards when dealing with information assets including unstructured content.

The benefits to the organization include:

- Early detection of non-compliance issues for remediation
- Reduce costs associated with the inability to find information
- Ability to make better decisions
- Eliminate costs associated with tagging and mistagging

Sound information governance can assist organizations in managing and balancing regulatory requirements, the risks and costs, while ensuring that knowledge workers can be productive. It enables not only the management of content to reduce risk, but also the ability for the organization to make better business decisions and increase agility.

Building Block 4: Policy

The application of policy must be deployed from an enterprise perspective and address the entire portfolio of information assets. It consists of a twofold approach; the policies must be created and then followed. Inhibiting success has been the inability to monitor for compliance based on the enterprise policies.

In many organizations, enforcement of policies falls to records management, which is typically not viewed as a strategic business group. This results in a disconnect between senior level management and the actual enforcement of policy. The ability to develop policies is not that challenging; where organizations run into the biggest hurdles is in the enforcement of the policies. Unfortunately, successful records management and policy enforcement must include not only records management professionals but also human resources, compliance, legal, and ultimately the end user, to implement a comprehensive information governance plan which ensures adherence to policies.

The costs being incurred by the organization include:

- 67% of data loss in records management is due to end user error (*PRISM International*)
- Large organizations lose a document every 12 seconds (*PRISM International*)
- It costs an organization \$180 per document to recreate it when it is not tagged correctly and cannot be found (*IDC*)

Traditionally the lifecycle of a record began at creation to eventual disposal. Although it still does, it has become more complex with issues such as privacy; increased regulations, compliance issues, and the content explosion have impacted the ability of organizations, specifically records management professionals, to keep pace. Today, a more comprehensive approach for managing information is necessary to ensure compliance with policies.

“It is simply not realistic to expect broad sets of employees to navigate extensive classification options while referring to a records schedule that may weigh in at more than 100 pages.”

Forrester Research/
ARMA International Survey

Building Block 4 in the **Smart Content Framework™** is Policy. The building block includes the ability to identify records, privacy information, and intellectual assets, and fully automate the process transparently, without user involvement, to handle the appropriate disposition of the content. This includes discovering where the content resides, cleansing the content through organizationally defined concepts and descriptors, identifying the relationships within the content and then defining the policies with automatic enforcement.

The results can achieve many benefits to the organization including:

- Reduce potential non-compliance issues and mitigate corporate risk
- Reduce costs associated with litigation and eDiscovery
- Eliminate costs associated with manual tagging

Proof of compliance and data protection can only be accomplished through the enforcement of policy, to ensure consistency, and can be implemented transparently, resulting in improved record keeping, monitoring, and auditing processes.

Building Block 5: Data Privacy

Corporate risk is increasingly becoming a top priority for senior management. Information that is compromised has now become a corporate responsibility even to the level of holding executives personally liable. The demarcation of who is responsible for the protection of privacy data is becoming blurred. Each business function may have a unique view of what is confidential, such as legal, human resources, and product development. It can no longer be the responsibility of one person, and must encompass all stakeholders and end users to identify and secure privacy assets to protect the organization.

This issue is becoming more important and also harder to address. A data exposure does not have to be catastrophic or even public. The bottom line is that it is the responsibility of the organization to set the policies, and the responsibility of the accountable stakeholders, and ultimately the end users, to protect and hold confidential certain information assets. Regardless if a breach is contained within the organization, or worst case scenario exposed to the world, 76% of organizations will face investigations, forensics, law enforcement, and actions to protect the victim from harm. The root of the problem goes back ultimately to the end user.

Statistics indicate that:

- 70% of data breaches are due to a mistake or malicious intent by end users (*Ponemon Institute*)
- 88% are attributed to negligence (*Wharton Information Security Best Practices Conference*)
- Average cost per exposed record is \$197 and ranges from \$90 to \$305 (*Ponemon Institute*)
- 62% of data breaches were attributed to a significant internal error

Both the public and private sector continue to build complex data flows reaching far beyond the confines of the organization. Information is routinely communicated to clients, vendors, partners, consultants, state and local government agencies, making the prevention of data breaches and identity theft complex and challenging.

“86% of IT security professionals said that their job would be at risk if a security incident were to occur, 24% reported that the CEO’s or other executives’ confidential data had been breached. 34% reported losing data needed for compliance, while 34% stated that confidential information has been posted on a social networking site. Nearly 37% said that data has been lost by employees.

Websense Survey

With stricter regulatory oversight and the potential of significant remedial costs and fines, organizations can also expect to face civil and criminal penalties escalating the already high costs of breaches.

Building Block 5 is Privacy and includes the proactive identification and protection of unknown privacy exposures before they occur, as well as monitor in real time organizationally defined vocabulary and descriptors in content as it is created or ingested.

The organizational benefits include:

- Reduces organizational costs associated with data exposures, remediation, litigation, and fines and sanctions
- Eliminates the risk associated with end user non-compliance issues
- Eliminates manual metadata tagging and human inconsistencies that prohibit accurate identification and protection of unknown privacy/confidential data assets
- Protects the organization by identifying and securing unknown data privacy/confidential information and preventing the portability and electronic transmission of secured assets
- Protects the organization in real-time as potential exposures are identified

Regardless of the size of the organization or the industry, data privacy should be a high priority to ensure that content is proactively identified and protected. Whether it is an internal or external breach of confidential information, the stakes are too high not to address this issue.

Building Block 6: Enterprise 2.0

Enterprise 2.0 is technology to bring people together and let them interact, without specifying how they should do so (*Andrew McAfee, 2009*). Another way of expressing this is Enterprise 2.0 supports the information organization: the social networks through which work often really gets done (*Rob Cross and Andrew Parker, 2004*).

Social networking tools, that encourage collaboration, can link employees, partners, suppliers, and customers to share information, and are becoming useful tools for business communication. The primary business benefits of these collaboration and social tools are also accompanied by inherent weaknesses. There are several concerns, such as security, unauthorized use, and communication noise. The tools have also resulted in generating a surge in unstructured content which remains unmanaged.

There are several excellent uses of social networking tools, used internally or externally in the organization. They can also achieve benefits to the organization in applications such as project collaboration, awareness of organizational knowledge, employee induction and training, expertise location, communities of interest, collective intelligence, and innovation management.

One of the basic problems is control, 54% of CIOs forbid the use of social networking tools (*Sharon Gaudin, 2009*). This results in either losing control of content or a lack of control. Organizations spend a considerable amount of time and money building a strong and consistent brand. For better or for worse, that brand can be jeopardized by opening it up to uncontrolled communication.

“Losing control of content: One might argue that sharing content is, by definition, giving control of it to others. But lots of companies spend good money trying to create a message and to build a brand. Every word on the company website and in collateral publications is vetted and edited to maintain a consistent message. When you open up the conversation, for better or worse you lose control of that message, at least in ways you have previously defined it.”

*Ron Miller
Enterprise 2.0 Definition and Solutions
CIO Magazine*

Another problem has been user acceptance. Unless the tools are integrated into day-to-day business they are typically not used. Therefore, integration is a key factor for success.

- 34% of executives reported that confidential information has been posted on a social networking site (*Dynamic Markets Survey*)
- Average loss of brand ranges from \$184 million to \$330+ million representing a 17% to 31% decline in market share (*Ponemon Institute*)
- A Fortune 100 manufacturing company estimated a simple reduction of 2% in email could save \$2.6 million a year (*NewsGator*)

Enterprise 2.0 can be effectively used to create business networks to share knowledge and expertise. Building Block 6 is Enterprise 2.0, which provides structure for social networking applications. The primary benefit is the ability to foster collaboration and knowledge sharing, either from content, or people expertise.

This building block:

- Improves search outcomes by providing insight into content
- Groups similar users, concepts, or content together
- Automatically tags content based on concepts as well as supports folksonomies
- Identifies people with expertise, knowledge or interest in a topic
- Can be embedded in the workflow of everyday activities
- Protects and secures confidential information from unauthorized participants

Knowledge is a corporate asset. Managing it within an Enterprise 2.0 application provides the ability to present relevant information to potentially different audiences, that effectively results in the sharing of the collective knowledge of the organization. A loosely organized, uncontrolled Enterprise 2.0 environment neither encourages relevant knowledge sharing nor does it drive a return on investment.

“Information governance is the specification of decision rights and an accountability framework to encourage desirable behavior in the valuation, creation, storage, use, archival and deletion of information. It includes the processes, roles, standards and metrics that ensure the effective, efficient use of information in enabling an organization to achieve its goals.

Gartner Group

Summary

The need for an information governance strategy for unstructured content is a priority. Content is accumulated from a variety of sources and must be managed and aligned to the information governance organizational strategy and tactics. The result is the ability to manage the quality of information as well as its lifecycle while at the same time reduce organizational risk and improve business performance.

Many organizations are using the **Smart Content Framework™** as a key component in their information governance initiatives. Since the technologies are flexible, the building blocks solve search, records management, compliance, migration, data privacy, and Enterprise 2.0 challenges with a single solution. This leverages enterprise information assets, increases organizational agility and protects clients’ investment in technology.

Appendix A: Migration

Migrating unstructured content can be a laborious and costly activity. Not a building block in the **Smart Content Framework™**, migration of unstructured content is a less used component of information governance. The challenge is that documents can exist in multiple places at the same time, different revisions of the same document exist, some documents should be deleted, and others should be archived. There may be records that were never declared, as well as confidential or privacy information that will not be identified when migrated. All of these challenges make migration of unstructured content a process that requires thought and planning.

Workflow Capabilities and Intelligent Automatic Classification

The ideal solution is to combine workflow capabilities and enable intelligent automatic classification decisions during and after migration. These decisions enhance organizational performance and drive down costs, but more importantly enforce corporate and legal compliance guidelines.

For organizations with medium to large free text document collections, migration is no trivial matter and cannot be performed by human effort alone. Migration presents various challenges at various levels: bulk migration of well managed high value documents, bulk archival or disposition of old or extraneous documents, and finding a way to deal with the poorly classified middle ground. Dealing with the middle ground is where many large archive vendor solutions are unable to deliver an intelligent approach; this is where workflow and concept identification during migration delivers value.

To migrate these document collections effectively you need to search the text content of each document to determine its value. This classification must be done before you can make an intelligent decision about how to relocate items during the migration process. This cannot be done manually as the volume is too high, and the consistency of human review and decision making is unreliable and too costly.

Protecting and Preserving the Confidentiality of each Document

Migration must also consider the security of the documents as they are moved to their new location. There are two imperatives here; firstly, to respect the existing security status and apply the same security in the new location and secondly, to identify sensitive documents that may not currently be in a secure location. Assessing the security needs of these documents requires intelligent interrogation of their content, and then comparison to a number of relevant official taxonomies - PII, PHI, ITAR etc. If a document is automatically classified against one or more of these taxonomies, it must be given the appropriate security profile.

Security after the Migration Process

General migration tools cannot safeguard document confidentiality because they do not make intelligent taxonomy workflow decisions based on the text content of the document. If this security profiling is not performed during migration, then many of these documents will be easy to surface using enterprise search, breaching the relevant document security obligations. Using the taxonomy workflow process, these documents will be safely routed to the record application, or some other appropriate secure location with the correct access rights, protecting and preserving documents during the migration process. Information governance best practices should be applied to the migration of unstructured content. This also provides organizations with a highly effective way to clean up the irrelevant or unnecessary documents, as well as to identify records that may not been declared or have potential privacy exposures.

Appendix B: Big Data

For most organizations, data is abundant and overflowing but not exploited to derive the most value to improve decision making, drive profitability and gain competitive advantage. There are several definitions of Big Data, such as Volume, Velocity and Variety; Variable Attributed Subjects, People or Time (VAST); and Algorithms, Machines and People (AMP).

Regardless of the definition, Big Data deals with structured data, semi-structured or unstructured data, and unstructured content. The first two items are the primary focus of the term Big Data. Unstructured content is pigeon-holed into a database which is not the best approach.

One of the fundamental problems is the view that unstructured content must be managed in databases for analysis, in the same way as structured and semi-structured data, which is not the right approach. Data is machine driven, whereas unstructured content is driven by people, which makes the nuances, insights, relationships of disparate content, sentiment, and knowledge capital much more difficult to extract. Unstructured content is continually in a state of flux and changes rapidly.

Organizations that can capitalize in real time on unstructured content can simplify their business processes, drive positive business outcomes, and transform unstructured content into business assets.

Many organizations still struggle with the most basic aspects of managing unstructured content, which include free-form language, emails, documents, and social networking applications. The perceived lack of need for, or seemingly overwhelming challenges of, managing unstructured content has resulted in the inability to manage content and led to poor information governance practices.

This has far more immediate and serious implications in terms of compliance and data privacy issues, which can lead to fines, sanctions, and loss of business.

Before organizations can maximize the use of content assets, a framework needs to be in place. From there, opportunities to improve a variety of challenges can be achieved. The **Smart Content Framework™**, developed by Concept Searching, outlines the building blocks that need to be in place for organizations to harness the power of their information capital. The framework and the technologies provide the ability to transparently identify and tag content with semantic metadata and then classify it to organizational taxonomies aligned to business goals.

This enables not only the effective management of content but also the use of semantic metadata and enterprise taxonomies to improve search, records management, compliance, data privacy, Enterprise 2.0, and migration.

Many organizations, if not most, do not have a plan for, nor do they proactively manage, their unstructured content. Not only that, they are not using their unstructured content at a most basic level to improve business processes.

There are two issues that are consistently stumbling blocks, which organizations typically do not know how to solve. The first is the end user's inability to correctly tag content for reuse and the organization's inability to enforce policy. The second is the resources, time, and money required to build and manage taxonomies.

Concept Searching has eliminated both of these obstacles through automatic semantic metadata generation and easy to use, yet powerful, taxonomy management tools. Both of these technologies are still unique in the industry.

Ensuring that the right information is available to end users and decision makers is fundamental to trusting the accuracy of the information. Once this has been accomplished, the content can be managed and used to extend the realm of unstructured content, beyond improving business processes such as search, records management, and data privacy. Organizations can then find the descriptive needles in the haystack to gain competitive advantage and increase business agility.

From the Big Data view, turning everything into structured data is an option, but the current maturity of text analysis tools rates the certainty of the information at less than 70%. This is just data extraction, not concepts or ideas contained in the unstructured content. Unreliable information ultimately produces random garbage. A new and more accurate approach is needed.

Concept Searching's technologies and framework analyze and extract highly correlated concepts from very large document collections. This enables organizations to attain an ecosystem of semantics that delivers understandable results.

The valuable insight gained can be used to identify competitive advantages, customer perception, regional trends, and, perhaps more importantly, identify the internal knowledge capital that exists but is rarely used because it cannot be found.

About Concept Searching

Founded in 2002, Concept Searching provides software products that deliver conceptual metadata generation, auto-classification, and powerful taxonomy management from the desktop to the enterprise. Concept Searching, developer of the **Smart Content Framework™**, provides organizations with a method to mitigate risk, automate processes, manage information, protect privacy, and address compliance issues. This information governance framework utilizes a set of technologies that encompasses the entire portfolio of information assets, resulting in increased organizational performance and agility.

Concept Searching is the only platform independent statistical metadata generation and classification software company in the world that uses concept extraction and compound term processing to significantly improve access to unstructured information. The Concept Searching Microsoft suite of technologies runs natively in SharePoint 2010, FAST, Windows Server 2008 R2 FCI, and in Microsoft Office applications.

Headquartered in the US with offices in the UK, South Africa and Canada, Concept Searching solves the problem of finding, organizing, and managing information capital far beyond search and retrieval. The technologies are being used to drive intelligent migration, enable effective records management, identify and lock down sensitive information and enhance governance. For more information about Concept Searching's solutions and technologies please visit <http://www.conceptsearching.com>.

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