⚘ Tegus Transcript

Dataminr - Former Strategy & Operations Analyst at Dataminr

Interview conducted on January 06, 2022

Former Strategy & Operations at Dataminr, leaving Oct 2020. The expert led front on new go-to-market strategy and helped mapping out the competitive landscape.

Head of Business Operations at Yotta. Reporting to the CEO, the expert is responsible for overseeing the daily activity of the team. Oversees hiring, fraud and risk, vendor relationships, and more.

Prior to Yotta, the expert was a Strategy & Operations Analyst at Dataminr, leaving Oct 2020. The expert was responsible for building analytic practices to inform the sales and exec team on industry trends. Led front on new go-to-market strategy. Helped mapping out the competitive landscape. Trained internal sales members, to keep them up on industry trends.

The expert can speak on Cision, Meltwater, Dataminr, Falcon.

Tegus Client

Hello. It's great to be able to connect with you today. For some context, I'm going to be kind of leading this call with you on Dataminr. I am focused on this space that provides real-time updates on events through massive data aggregation and then using the data to provide those alerts such as Dataminr does.

And I'm trying to understand who the key competitors are in this space. I want to kind of dig deep into Dataminr, but then kind of also understand who the other players are. And then lastly, want to understand like the overview of the solution that Dataminr provides, where they really excel, and if there are any product gaps compared to their peers, like trying to understand what those product gaps are.

That's kind of the outline. To accomplish this goal, I've jogged down a couple of questions, but if you think that we're missing any key elements, just feel free to bring me on the right path. We can just kind of jump right in. But before we go through the questions I have; it would be helpful to get your background and just understand your role when you were at Dataminr.

Former Strategy & Operations Analyst at Dataminr

Yes. I co-led Strategy and Operations team for the revenue side of the business when I was at Dataminr.

Tegus Client

Like revenue monetization, understanding which direction the business goes in?

Former Strategy & Operations Analyst at Dataminr

Yes, exactly. My focus is really on trying to figure out what new business lines we should open, what kind of sales strategies we're working, what products we're selling, that kind of stuff.

Tegus Client

That's helpful. I think that's a great kind of starting point. I would just love to understand from your perspective, what the products that Dataminr was offering to its clients. I know they operate or offer products in multiple different segments such as newsroom, public sector, enterprises, but want to understand how those products differ in each of those spaces? And is the product different? Or the end user is using them differently. Does that make sense?

Former Strategy & Operations Analyst at Dataminr

Yes, totally. So the product is the same, but the configuration for each customer segment is different. So within newsroom, for instance, the whole purpose of the product is really to make sure that Dataminr is where newsrooms rely on for getting breaking news.

And when I was there, that was a sector of the business they were looking to stop selling into or to reduce selling into just because there's only so many newsrooms. And once you sell to them all, it's kind of hard to expand, which is why they started focusing on enterprise because enterprise naturally, there's an infinite number of new businesses that have new use cases and dynamic use cases for a product like Dataminr, whereas newsrooms is very fixed and there's also a fixed supply of newsrooms that need a product.

For public sector, that's where you think about like the Department of Defense and really large contracts in which you have like 10 to 15 people kind of managing that account. And again, the real purpose there is looking for after like buildings and specific hotspots and specific people, where you'd want to have ongoing analytics and have a good pulse of essentially what the Internet is saying about different threats or risks to those people or buildings.

Tegus Client

That's helpful. I know you said stop selling to newsroom and enterprises are much more infinite. I'm sure there's like a whole sales force training required to sell into newsroom. Do you guys kind of just pivot because I'm sure like you said, there's only 600 or whatever and once you've penetrated them all, it's kind of done. So you have to kind of retrain your entire sales force to go after another sector?

Former Strategy & Operations Analyst at Dataminr

Yes, that's exactly right. A new COO came in and he pivoted the strategy towards enterprise. And that's maybe embedded in the history of Dataminr, where when Dataminr started, their first target market was finance. Thinking that they could be real-time data providers for data-crunching hedge funds and high-frequency trading firms.

Again, there's also a limit to how they could package and capture upside from that revenue stream because they didn't sell data as individual packets, instead they sold their product and priced it as a Platform-as-a-Service or Software-as-a-Service.

They were just getting recurring fees from feeds, but it's not really a good way to scale business when you're selling data to those types of clients. So once they expanded and I think they've got as many finance people as possible to move to newsrooms, which again had like a glass ceiling on it, which is why they then moved to public sector and enterprise.

Tegus Client

That's helpful. Now they're kind of like focused on the enterprise, like the way I'll describe enterprise is just like private businesses. Were they able to focus on a particular industry like, hey, we're going to target, whether it sports industry or whether it's like agricultural, whatever it may be? How is that strategy defined?

Former Strategy & Operations Analyst at Dataminr

Yes, it's very agnostic. Obviously, the different verticals that they have hypotheses that they can sell into. And part of my job was to figure out whether those hypotheses were accurate and turning into revenue or not. So the sales teams after talking with all these different clients, we'd have meetings with them every week, and they would tell us who's closing deals and who's not and that was our job to figure out whether that was the competence or incompetence of the salesperson who is reaching out to the target segment, or if there's like just a misfit and we had a wrong hypothesis about that segment as a whole, which is an interesting game to play.

The TLDR is that there is never really one segment that really pops. A lot of the selling was really done based on use cases. So what a salesperson would do is they would try to study the business in the sector, look at what we've done for previous businesses and predict specific use cases that, that business was probably facing or could benefit from Dataminr and then have that be the sales notion. But yes, there wasn't a specific segment that really won over other ones.

For instance, like three years ago, it was like the BLM riots, you can imagine a lot of retail chains wanted to get on Dataminr to protect stores or to understand promotions around stores. So a lot of it was sales patterns can be trend-driven as well by macro events, but yes.

Tegus Client

So yes, that's a good point. So like those content came on. Like do you tend to see them stay on. Or are they like event-driven where like, obviously, the environment has changed now, where it's like, we had this for a year now, like we don't need it anymore? Or do you see them staying on the platform?

Former Strategy & Operations Analyst at Dataminr

The goal is to find other use cases that they can stay on for, but the reality of the situation is that it really depends on who the actual buyer is. And by that, I mean, sometimes you have a buyer who like leaves the company and there's no one else kind of being an aggregator for their product or train them on the products. They wouldn't really know how to make the most out of it, which then means that, that account would probably churn.

But then you have other scenarios where if we have a strong sales team and we have a great, like, buyer, they're constantly able to follow these use cases for the product and they won't churn. It just comes down to like turnover of employees and how that works.

Tegus Client

That's helpful. We touched on this high level, but I want to kind of dig into it, but what is like the value prop to the users? And I get it like every end user has a different value to it, but just want to understand when Dataminr is kind of pitching to them, what are they saying that they're going to get out of this product?

Former Strategy & Operations Analyst at Dataminr

Yes. Every single account gets a different pitch. But the TLDR is that there's always going to be existential risk to your business that you don't realize and Dataminr is the best way to reduce risk of those unknowns having a negative impact on your business because at least we can try to service them as soon as they happen, so you have enough time to do something about it.

Tegus Client

And so I guess, the people that are using this product, what are you replacing here? And what I'm trying to understand is that in some cases that we talked about, like the product can go away or if they stop buying it, but like what stops people from using this product? I understand that you're getting like real-time data very quickly, but if they didn't have this part, what would they be doing?

Former Strategy & Operations Analyst at Dataminr

Yes. So again, it's like so context specific, but maybe we can talk about a specific example. If we think about, for instance an executive team at Facebook, where they have very high-profile people who, a lot of eyes are on them, a lot of people might like those people, a lot of people might not, and they're all executives of the company.

The security team at Facebook might have internal infrastructure to constantly track the safety and

whereabouts of those people and make sure they're safe from all threats, online threats, off-line threats.

If that security team was to onboard a product from Dataminr, what you'd be solving for is actually equipping the security team with better tools to be more speedy, I guess, in the resolution of any issues, or to uncover more unknowns just because they have more access to more data that's real time than they would have with using those like proprietary tools, which I'm sure even at a company that large has a limited budget compared to a business that's built entirely on capturing real-time information.

So the sell there would be naturally that a security team would want to pay whatever the SaaS fee is for Dataminr because it makes their job easier at the end of the day. And it makes everyone kind of more confident in the work that they're doing.

Tegus Client

That's helpful. So this product that you're selling to clients, who are some of the other competitors?

Former Strategy & Operations Analyst at Dataminr

Yes. So it totally depends on the industry we're selling into. Sometimes the competitor would be someone like Everbridge or Meltwater or Sprinklr. I'll break it down to categories if it's easier rather than names. So those would be some of the names of competitors who also do real-time management or real-time information security.

But I'd say the primary competitor categories really break down to whether a client wants exclusively social data or if they want more marco-data from a bunch of different news sources because when Dataminr started, their bread-and-butter was like a proprietary partnership with Twitter. Everyone initially had them pinned down as like a social real-time information platform.

But then they've expanded to over like 10,000 or 20,000 different data sources. So now they're able to get a lot more macro information, so their competitors are a lot broader than just those social real-time information platforms. And yes, so I'd say their competitors are either social-only real-time information discovery platforms or like macro event real-time information discovery platforms.

Tegus Client

That's helpful. I want to dig into this Twitter thing, but the 10,000 different data sources they have access to, does Dataminr they're going to pay for that? Or this is just like public data that they're kind of just like taking into their system?

Former Strategy & Operations Analyst at Dataminr

All of it is public data that they're mining for.

Tegus Client

So they're doing like integration into like CNN or something?

Former Strategy & Operations Analyst at Dataminr

Right. That's correct. Because they are the ones who are providing the real-time information to CNN at the end of the day. Like the CNN news desk is using Dataminr, for example, to then break news.

Tegus Client

So like a circular thing, right? Like CNN is using Dataminr to kind of break news, but then Dataminr is like also using some of these like outlets to kind of also gather their data?

Former Strategy & Operations Analyst at Dataminr

Potentially, yes. If Dataminr find patterns because there's always like a human resource element to a lot of it, where I think the AI is really trying to detect initial signals and make connections between disparate pieces of information to make sense of it.

And there's some sense made of one million different pieces of disparate data and then newsroom would potentially dig into it some more, put some human capital behind it, uncover some sort of event that's actually happening and then turn them into like a human readable sentence and publish that news.

And then as soon as that happens, Dataminr like scrape that data again and then push that to relevant parties who might be impacted by that news. And, what's happening there is like there's a human element that's really bringing to life the data mining and making sense of it for people and businesses to react to.

Tegus Client

That's helpful. Obviously, Dataminr kind of is very social forward than some of the competitors. I don't know what the other data sources are, but using these other data sources, does it matter to the client where the data is coming from? I guess like when they're going to market and pitching to clients like how would like Dataminr kind of differentiate themselves from the other two or three of their main competitors?

Former Strategy & Operations Analyst at Dataminr

The fact that they are the first ones in the industry who took this approach of building a robust research science team and AI team that's always on the cutting edge of new strategies to make sense of this disparate data. I think that's a competitive edge.

And then the second is just the usability of the platform. It's incredibly customizable to whatever our customer needs, whereas a lot of the other platforms are maybe more out-of-the-box prebuilt and difficult to customize for users' needs. So I think those are the two main advantages. Like platform is more robust and then also arguably better technology.

Tegus Client

Better technology. That's helpful. The other thing I want to understand from a strategy perspective is that you have or Dataminr has this workforce of almost 800 individuals. They call them domain experts. How critical is that in providing this cutting-edge solution? Like are the other players have this kind of robust human force or is Dataminr like one of the only ones to take this approach?

Former Strategy & Operations Analyst at Dataminr

I think Dataminr over-indexes on that, and their goal is to reduce that team over time. But yes, the platform works through them where they're looking at everything, and there's some element of AI that's pushing notifications to relevant parties. But then you have this massive workforce of people, many of whom come from like newsroom backgrounds, so it is interesting.

Like politics or who have worked in like newsrooms, who then push those updates to relevant parties in case like AI in a Citadel. That also helps train up the data like the AI and build, like reinforce certain patterns. They're there just training this at the end of the day.

Tegus Client

Okay. Could you elaborate on, and I don't want to use the word quality, but like the workforce that it is, are these like highly paid individuals?

Former Strategy & Operations Analyst at Dataminr

Yes, they're highly paid individuals.

Tegus Client

Yes. I guess someone like leaves to go to a competitor, there's 800, so it's not like one reason like there's an issue of the product, but like say like a team left, would it impact Dataminr's offering in a particular industry?

Former Strategy & Operations Analyst at Dataminr

No. It would not.

Tegus Client

Got it. And this Twitter thing, I've been kind of digging in on in this, from a strategy perspective, like obviously, Twitter, it's like the biggest pipe that provides all this data. How does the management team feel about having such high reliance on this kind of data partner? My understanding was, it was partially owned by Twitter at some point, but I'm not sure if it is anymore?

Former Strategy & Operations Analyst at Dataminr

I think that was one of the main reasons that when they diversified the target market, like their customer segments, they also diversified the data sources. I think they're now like far less reliant on Twitter's data source than they were like three years ago or four years ago. So you risk themselves from one single point of sale, if that makes sense.

Tegus Client

But if tomorrow something goes sideways in Twitter, they're like we're not going to provide data to you guys anymore. Is that a material risk to the business?

Former Strategy & Operations Analyst at Dataminr

No.

Tegus Client

And is Twitter providing this kind of data to like all the players in the space?

Former Strategy & Operations Analyst at Dataminr

I think they have specific partnerships, but I wouldn't know too much about the details of that.

Tegus Client

Got it. Got it. Then I'll kind of like dig into the sales part of the business. Like, I get it's different from the end user point. Who are you selling this product to at these places? Like, who is the decision-maker?

Former Strategy & Operations Analyst at Dataminr

Yes. Totally depends. The decision-maker sometimes would be the Chief Security Officer, Chief Data Officer, Head of IT. Those would be like the three different parties that would be making the decision on this, all at the executive level, of course, because it's a fairly expensive product.

Tegus Client

What is like the average spend from a like a private enterprise?

Former Strategy & Operations Analyst at Dataminr

Very tough to say, because each one pays for a different number of feeds depending on the size of business and like essentially, they're categories by revenue. But yes, I'm forgetting the bands as well, to be honest.

Tegus Client

Got it. Is this like a $200,000 annual subscription? Or is this like a $1 million plus?

Former Strategy & Operations Analyst at Dataminr

Both are what a business could expect to pay.

Tegus Client

Oh, got you. Then that kind of brings me to my next question, obviously, if a client is generating $1 million assuming that's a very high margin. I'm assuming this is a high-margin business, so like a $1 million client going away, is it directed to profitability? From a client's perspective, what is their switching cost? Why would somebody go from Dataminr to their competitor? Is it pricing?

Former Strategy & Operations Analyst at Dataminr

The primary reason would be that they're using the product to its full potential and then they choose something that just does something very specific because they don't use everything else. Like for instance, I'd say they're only using like the social media component, and they have all the other notifications and toggles turned off, and they're just not getting any benefit from it, then they probably will feel like they're overpaying. If they're not like properly trained on the product or like the Chief Security Officer is like not really using it to its full potential, like maybe, they only have the e-mail notifications turned off. They're not even looking at the dashboard.

Then they're just like, if we're paying $200,000 to $300,000 for e-mail notifications, that might feel crazy. And then they switch. It comes down to the best term for it is like sales enablement and making sure that the end user is actually getting the most out of the product they bought.

Tegus Client

Got it. This algorithm that they have, it's not that proprietary like others can mimic it. There's other providers who can like kind of aggregate all these different data sources, put together markers and then like alert the users and like, at the end of the day, I think from my understanding, the user has to kind of make a judgment call on whether this is a critical event or not, but many other providers can provide them with these updates that kind of help them make the decision or not that something is going on.

Former Strategy & Operations Analyst at Dataminr

Yes. I think what is proprietary is the algorithms that Dataminr uses and their research science team that's constantly finding new ways to make sense of nothing, essentially, where it would be very difficult for many other firms that are trying to compete or bootstrapping teams to be able to turn noise into signal as quickly as Dataminr does.

Tegus Client

Got it. So their key advantage is way faster processing than some others?

Former Strategy & Operations Analyst at Dataminr

Yes, and more sophisticated models in the same way that like a high-frequency trading firm with more sophisticated models could squeeze more out of the market than one with like less data sources that they're able to make sense of.

Tegus Client

Absolutely. So then like, from the company's perspective, like what is the ongoing development and maintenance cost look like? What are they investing in? Like just improving the algorithm or are they like trying to figure out a way to integrate with more data sources? Where does the strategy team spend most of their time?

Former Strategy & Operations Analyst at Dataminr

Yes. Selling and I guess, R&D teams are very expensive because research projects can take several years to come to fruition. I'd say the research and engineering team and then the sales team. Sales teams specifically on like hiring for divisions that they are bullish on or have a lot of conviction in, and then executing against those go-to-market strategies, which just costs a lot of money because you can calculate like margins per head.

But yes, it's like a few people having bad quarters that bumps up the Opex, you're not actually getting a clear return on it. That's where a lot of the money goes. And then obviously, the data science teams are incredibly expensive to maintain because setting up systems and infrastructure to mine data is expensive.

Tegus Client

Right. My guess is like most of the development is happening onshore versus offshore.

Former Strategy & Operations Analyst at Dataminr

Yes, it's like pretty much all onshore. And, like they had offices like in New York and Montana. And I think most of the research science team is based in New York. Pretty high overhead.

Tegus Client

Got it. Just talking a little bit about the sales team, for instance, it seems like the sales teams went through a completely new overhaul in like recent years. Like, if we talk about this, is focus like just now purely focusing on enterprises or selling to public clients is still like on the radar?

Former Strategy & Operations Analyst at Dataminr

I think public is less about net new customers and more about maintaining the large contracts they already have. So they have a lot more top managers than they have account executives. But then enterprise is still the focus. It was when I was there. I can't speak to it now, but yes.

Tegus Client

And then are you able to comment on the customer service of Dataminr versus some of the other providers? Like how do clients feel being a client of Dataminr? Like is there something they're known for?

Former Strategy & Operations Analyst at Dataminr

I think for sure, like the account managers from my understanding, were stellar, and they always made sure to overstaff them, especially for key accounts. But yes, that's like an ongoing focus, I think, and a competitive edge for Dataminr that they're really trying to carve out.

And in terms of how that compares to other competitors, I can't speak to that as much just because it's a black box as to what other competitors are doing, unless we get direct feedback from a client that switches over or had to use someone else before, which is pretty rare because again, there's very little switching between products. It's sticky.

Tegus Client

Understood. Now shifting gears to like a little bit. It seems like sometimes aggregating data has been like a head on situation. Can you talk about from your time there, like selling to public clients, like how was that view from management? Like obviously, you have mentioned like you $1 million contract. How did it impact other parts of the business?

Former Strategy & Operations Analyst at Dataminr

Yes. So it stays totally separate. So the public sector business is entirely separate from the enterprise business. There's an entirely different sales force from account management and account executives. And there's no data sharing between them at all. There's like a glass and bamboo wall.

Tegus Client

What I'm trying to get is that, obviously, there are some issues whether whoever is using this data to whatever they're doing, whether it's like does that impact protesting or whatever, there's obviously some kind of backlash associated with it from a business aspect.

All information I remember being there at the time because during the BLM protests, and we were all still in office. Yes, none of that was accurate. Like none of the fleet services or anything were using Dataminr to like track individuals, but there has been someone in the news force who has interpret it, based on like real-time data.

It was incorrectly reported because there's no feature in Dataminr that allows you to track individuals. I remember the articles were explicitly about police forces and governments using Dataminr to track groups of protesters and people, which is false, if it's not actually a feature that's possible to be used. So, where I was going with that is that I'm assuming the enterprise part of the business is a much larger business. Is that a fair assumption versus the public side?

Former Strategy & Operations Analyst at Dataminr

Yes. There's more clients and each client are smaller compared to the average client on the public side.

Tegus Client

What I was going to ask is that does management kind of think about, maybe not now but as business grows because I'm assuming the growth is probably in the private side, does it make sense for them to kind of just focus on the private side and then whether you spin off the public side or just kind of slowly sell it or whatever to kind of keep them separate from this particular backlash that could impact the business?

Former Strategy & Operations Analyst at Dataminr

I think everything, at least when I was there, which was like 1.5 years ago, the plan was to keep everything under the same house but just to continue educating all buyers on what Dataminr can and cannot be used for. I think that was the main focus, like it can't be used to track people.

Tegus Client

Yes. And it seems like today, you're getting a tweet that's helping alert whoever that something is happening, you can't go back to figure out which individual Tweeted it? Like that is kind of privacy is preserved, right?

Former Strategy & Operations Analyst at Dataminr

Yes, privacy and compliance are like the number one priority for the entire Dataminr product because especially if you're selling to like more government clients than like private sector clients, the amount of compliance requirements they have before they buy a product like this is super, super high. And they don't want to get into hot water. Dataminr also realizes like that's not an area we play in at all. That's probably something that fall on tier, that's why we don't touch.

Tegus Client

That's helpful. I guess one last question on the product itself, like from your perspective and strategic team's perspective, what is something where you think Dataminr like is one step behind competition? Where are they lacking that they need to build out?

Former Strategy & Operations Analyst at Dataminr

It's kind of tough to say, but one area I think could just be product definition. I think a lot of other products that are much simpler or have like one target market and a smaller set of features, it's much easier to market that. I think for Dataminr since they cover so much and the product is so expensive and the functionality, it's like a constant struggle to sell to everyone they want to.

Tegus Client

Yes. That's helpful. Last couple of questions here for you. Obviously, Dataminr has been very successful over the last several years? Where do you see them growing from here on out for the next couple of years? What do you think will be some of their like major growth drivers?

Former Strategy & Operations Analyst at Dataminr

I think it will continue to be a private sector because I think the TAM on private sector is just infinitely larger than the other previous sectors that they focused on. And in terms of growth drivers, I think as there continues to be more uncertainty in the world and large institutions and corporations want to minimize risk in their own businesses.

Being able to keep on top of real-time information that may negatively impact one's business is a healthy thing for a security team to invest in. I think that will be a growth driver, to be perfectly honest. If things are super calm in the world, there's not much turmoil going on and you don't need to keep on top as much.

Tegus Client

I was going to say like volatility is a good thing for this industry.

Former Strategy & Operations Analyst at Dataminr

Yes. Like you don't want bad things to happen to the clients, but you do want them to think more proactively about risk management, which is ultimately what this product is. Because not every day are you like finding terrible things that are happening to the business, but it's more like being prepared for tail events that could catastrophically impact one's business.

Like if a warehouse is going to burn down because you found out that there's a fire 10 minutes too late and

there was $50 million worth of product, paying $1 million to know that on a 50-year time horizon is probably worth it from probably that standpoint.

Tegus Client

That's helpful. And I'm sure that's kind of the sales pitch that sales teams are doing?

Former Strategy & Operations Analyst at Dataminr

Yes, exactly. That's why Dataminr, if you like notice the website, they really focus on use cases because that's the easiest way to help frame specific scenarios to relevant parties.

Tegus Client

That's helpful. Then one of the questions I had was related to the culture of the company. Can you just kind of comment on the culture, how the management team helped business, guided the vision? And then second, seeing a lot of churns at the CFO level, if there's any particular reason, maybe it was just not a good culture fit, but just kind of wanted to understand that.

Former Strategy & Operations Analyst at Dataminr

Yes. So on the culture level, I was kind of there when they were first moving to a remote structure and moving offices during COVID. I don't think it had a material impact on the business because always from the side of the business I was on, which is on the revenue side of the business, I was on the product engineering side, there wasn't a material impact.

And I think the executive team tried to do as good a job to make sure that everyone still felt like they're connected to the company. So yes, if anything, they ramped up efforts to make sure people felt connected during that time. And in terms of executive churn and specifically the CFO role, I did work with them a bit, but I don't think I have enough information to comment on what might have caused that churn. It could have just been they received a very competitive offer from elsewhere, but I don't know.

Tegus Client

It is a very attractive market right now. That's very true. And then lastly, from a regulatory perspective, how much of an issue was like making sure you're compliant? Like is this a business that has a high regulatory burden.

Former Strategy & Operations Analyst at Dataminr

Surprisingly, it was never really an issue when I was there. I think they focused so much on compliance on the research side of the business. Now once it comes to the product and selling side, it's never really a question anymore because they derricked, it entirely or as much as they could. So at least from my exposure, managing the sales strategy team, like we never really had to think about compliance issues because it's already solved for from the research side.

Tegus Client

Got it. Because reading online, it seemed like a couple of years ago, there were certain events in the industry where it has caused a lot of the providers to shut their doors.

Former Strategy & Operations Analyst at Dataminr

A lot of like data provider like competitors to Dataminr?

Tegus Client

Yes.

Former Strategy & Operations Analyst at Dataminr

Yes. That was before my time as well. I remember hearing about that. And yes, I think they hadn't prioritized compliance as much as Dataminr had.

Tegus Client

Got it. It was before your time, but do you have any context into what was going on?

Former Strategy & Operations Analyst at Dataminr

My guess is they were productizing a feature they shouldn't have productized. For example, if your product has any feature that allows you to track individuals, that's probably not a good thing to have, and that's why Dataminr never had it.

Tegus Client

Yes. That's helpful. Well, this is kind of the questions I had prepared for our conversation today. Just curious, is there any part of the business that we like didn't cover that you think was like important to kind of highlight?

Former Strategy & Operations Analyst at Dataminr

No, I think that covers everything from my perspective.

Tegus Client

Thanks for the call again today. This is extremely helpful for my part.

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