Working Procedures
For
Bureau of Investment Promotion
For Investors’ Facilitation

Government of Rajasthan

Government of Rajasthan
Working procedures for the Bureau of Investment Promotion for Investors’ Facilitation

The Bureau of Investment Promotion, a society registered under the provisions of the Rajasthan societies Registration Act, 1958 (Act No. 28 of 1958), has been formed as the nodal agency for facilitating investors in the State of Rajasthan through 'The Rajasthan Enterprises Single Window Enabling and Clearance Act, 2011’ and its rules thereof.

It is a dedicated institution with the responsibility for investment promotion, facilitation and direct engagement with the industry for information gathering, stakeholder consultations etc. for improving the business climate in the State. It is assisted by District Industrial Centres (DICs) in each district of the State.

To facilitate investments in the State, the Bureau of Investment Promotion (BIP) has dedicated Investment Promotion Officers (IPOs). Each IPO is assigned specific thrust sectors of the State for managing and handling investors’ queries, coordinating between Departments and investors, monitoring the status of MoUs and ensuring grounding of projects. The tasks carried out by the IPOs include:

- Providing information to the public in general and entrepreneurs in particular regarding the opportunities available in the State for industry, commerce, service sector, trade, business openings and participation therein
- Locating and contacting prospective entrepreneurs residing in India and abroad and organising special campaigns to motivate them to set up industrial units or participate in any industry in Rajasthan
- Organizing, sponsoring, associating or participating in fairs, exhibitions, celebrations or campaigns aimed at investment promotion and industrial development
- Organising training, guidance or information camps and courses for the benefit of the entrepreneurs
- Assisting and helping the entrepreneurs and investors in setting up industries, providing necessary information and knowledge regarding form of organization, obtaining letter of intent, preparation of project report, loan application to the financial institutions, technical know-how, procurement of land, plants and machineries and raw materials, market survey, publicity, management services and other allied services
- Reviewing and appraising the schemes and general atmosphere particularly in Rajasthan and generally in India for investment promotion and industrial development
- Assessing the progress in Industries with regard to number of units, persons employed, amount of investment and value of production
Apart from these, the key functions of BIP include:

- Facilitating and monitoring the status of applications registered under Single Window and placing the report of the status of applications before the State Empowered Committee or the District Empowered Committee
- Placing the application of the investor before the State Empowered Committee or the District Empowered, for its decision where the concerned Competent Authority has failed to consider and dispose of applications within time limits
- Facilitating investor Walk-in and call-in queries / issues and addressing their issues through a structured process
- Receiving applications for relaxations, exemptions and concessions from investors
- Seeking comments of the concerned departments or authorities on the application for relaxation, exemptions and concessions from the investor
- Submitting the comments of concerned department or authority, if any, to the State Empowered Committee within time limits
- Submitting applications for relaxations, exemptions and concessions received from Investors to the State Empowered Committee within time limit

The following section lays out the procedures and timelines regarding:

- Application approval process
- Recording & handling of Grievances / Query / Feedback of Investors
## I. Application Approval Process

Following is a step-by-step application-approval process to be followed along with the role of the Nodal Agency at each step:

<table>
<thead>
<tr>
<th>Step No</th>
<th>Steps in Application-Approval Process</th>
<th>Role of Nodal Agency</th>
</tr>
</thead>
</table>
| 1.      | Every application shall be filed electronically on the Single Window Clearance Portal (SWCS) - www.swcs.rajasthan.gov.in. The Application Form shall be duly filled and accompanied with required documents. However, only in case of failure of electronic system due to unforeseen circumstances, the applicant may submit application in physical format to the Nodal Agency | • Nodal Agency to guide investors on how to register and apply for services through SWCS *(details enclosed in Annexure-I)*  
• In case the application is submitted in physical format, the Nodal Agency to issue the acknowledgement and forward the application to the Competent Authority  
• Nodal Agency to maintain a Register of Applications in electronic or physical form and the particulars of all the applications to be entered in the Register of Applications  
• Nodal Agency to ensure information is sought only once and within 7 days of submission of application through creation of necessary provisions in the online portal (SWCS) |
| 2.      | An automated acknowledgement shall be generated on the Portal for every application submitted electronically and the application shall be auto forwarded to the Competent Authority concerned under intimation to the Nodal Agency |                                                                                                                                                                                                                 |
| 3.      | The Competent Authority, after receipt of the application for Permission, shall consider and take decision on the application within the specified time limit | • Nodal Agency to monitor the disposal of applications within specified time limit and keep a record of the communication between applicant and Competent Authority                                                                                                                                 |
| 4.      | If the application is incomplete and/or any additional information is prescribed in rules for taking a decision on the Permission, the Competent Authority may obtain such additional information only once from the applicant, within 7 days of submission of application.  
In case the applicant fails to submit the required information to complete the application within thirty days, the registration for application shall be dropped from the Portal | • Nodal Agency to ensure information is sought only once and within 7 days of submission of application through creation of necessary provisions in the online portal (SWCS) |
<table>
<thead>
<tr>
<th>Step No</th>
<th>Steps in Application-Approval Process</th>
<th>Role of Nodal Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.</td>
<td>The decision on the application within the specified time limit by the Competent Authority shall be communicated to the applicant and the Nodal Agency</td>
<td>• The decision taken to be entered into the Register of Applications and the status of the applications to be submitted by the Nodal Agency to the State Empowered Committee or the District Empowered Committee, as the case may be</td>
</tr>
<tr>
<td>6.</td>
<td>The Application on which the Competent Authority has failed to take a decision within the prescribed time limit shall be placed before the State Empowered Committee or the District Empowered Committee, as the case may be.</td>
<td>• Nodal Agency to place the application before the State Empowered Committee or the District Empowered Committee within the prescribed time limit</td>
</tr>
<tr>
<td>7.</td>
<td>In case the concerned Empowered Committee is unable to meet or otherwise unable to consider application placed before it immediately, the application shall be submitted to the Chairperson of the concerned Committee. The Chairperson of the Committee, after recording the reasons in writing, may decide the application and such decision shall be placed before the concerned Committee in its next meeting. The decision taken by the Chairperson on the application shall be final subject to the decision of the Committee</td>
<td>• Nodal Agency to submit the application to the Chairperson of the concerned Committee for taking decision on the application</td>
</tr>
<tr>
<td>8.</td>
<td>Application for relaxations, exemptions and concessions for grant of customized packages to be submitted to nodal agency</td>
<td>• The Nodal Agency to seek comments of the concerned Departments or Authorities</td>
</tr>
<tr>
<td>9.</td>
<td>If the concerned department or authority fails to provide the same within prescribed timelines, it shall be deemed that the concerned department or authority has no objection or suggestion regarding the requisite relaxations, exemptions and concessions.</td>
<td>• The Nodal Agency shall submit the application for the customized package before the State Empowered Committee with the comments from the concerned departments or authorities within prescribed timelines</td>
</tr>
<tr>
<td>Step No</td>
<td>Steps in Application-Approval Process</td>
<td>Role of Nodal Agency</td>
</tr>
<tr>
<td>---------</td>
<td>-------------------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td></td>
<td><strong>10.</strong> All applications for customized packages, concessions, exemptions or relaxations shall be considered by the State Empowered Committee and this committee shall submit its recommendations to the Council of Ministers</td>
<td>timelines (even when the comments are not received)</td>
</tr>
</tbody>
</table>

**It may also be noted that:**

- No agency or authority of the Government including any functionaries shall disclose to any other investor or to a person not duly authorized, any information forming the intellectual property of the investor without the consent of such investor.

- The District Empowered Committee shall be competent to consider and dispose off the application for permissions for investment proposals from Rs. 1 crore to Rs. 10.00 crores and the State Empowered Committee for disposing applications above Rs.10.00 crores.

- A MIS dashboard of applications has been created for providing analytics on status of applications. The nodal agency shall monitor the usage of the portal and track status of applications on a regular basis to ensure timely disposal of applications. Following steps need to be followed by BIP officers to view the MIS dashboard:

1. BIP officer to enter his / her login credentials at SSO page of Rajasthan.
Click on ‘Analytics’

Status can be monitored from this dashboard.
## Timelines for Each Activity

<table>
<thead>
<tr>
<th>SNo</th>
<th>Time Limit For Nodal Agency for Empowered Committee</th>
<th>Time Limit (working days)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Forwarding the application received in physical format (only in case of unforeseen circumstances when the online system fails) from the investor</td>
<td>2 Days</td>
</tr>
<tr>
<td>2</td>
<td>Placing the application for permission before concerned Empowered Committee when the concerned competent authority has failed to decide the application within the prescribed time limit</td>
<td>30 days from last date of the time limit prescribed for the Competent Authority to take the decision</td>
</tr>
<tr>
<td>3</td>
<td>Placing the application for permission before the Chairperson of the concerned Empowered Committee in case the Committee is unable to meet or otherwise is unable to consider the application within 30 days</td>
<td>15 days from last date of the time limit prescribed for the Competent Authority to take the decision</td>
</tr>
<tr>
<td>4</td>
<td>Comments to be asked from the Competent Authority/concerned departments or authority on application/ request for concessions, exemptions or relaxations or grant of Customized Packages</td>
<td>7 days from the receipt of the application/request</td>
</tr>
<tr>
<td>5</td>
<td>Submitting comments asked from Competent Authority/concerned Departments or Authority to the Nodal Agency on application/request for concessions, exemptions or relaxations or grant of Customized Packages</td>
<td>25 Days</td>
</tr>
<tr>
<td>6</td>
<td>Submitting recommendations on the application/request for concessions, exemptions or relaxations or grant of Customized Packages to the Council of Ministers</td>
<td>30 Days</td>
</tr>
</tbody>
</table>
II. Recording & Handling of Grievances / Query / Feedback of Investors

Bureau of Investment Promotion has defined mechanisms for handling and management of Grievances, queries as well as feedback of investors wherein systematic recording and ticketing shall be done automatically by the system:

1. Handling Grievances raised on the Single Window Clearance System (SWCS)

All applicants, who have applied for approvals / NOCs / clearances through the SWCS and are aggrieved with the services provided, may raise a grievance on the SWCS.

- Any aggrieved person or applicant shall register his grievance by logging on the Portal www.swcs.rajasthan.gov.in and clicking on ‘Grievance’ on the homepage
- A Grievance form shall open wherein the aggrieved party shall be required to enter information such as Application ID, Department Name, Service Name, Grievance type, description of Grievance, past Grievance Id, if any, and upload relevant attachments
- After entering the information, a Ticket Id shall be generated for the grievance
- All aggrieved parties can view and track status of their grievance through their respective Grievance Dashboard on the SWCS
- Automated SMS/E-mail notifications shall be sent to the aggrieved party when grievance is registered and disposed off
- A feedback form shall be opened after Department’s responds to the grievance, to seek aggrieved party’s level of satisfaction (detailed workflow is given in Annexure-II)

   a) All grievances registered on the portal shall be sent directly to the nodal officers of the concerned department, who are mandated to redress the same within **45 days from the date of registration of grievance**. User accounts for nodal officers have been created through which they can view and respond to grievances.

   b) A Grievance Redressal Cell has also been constituted in Industries Department, Government of Rajasthan consisting of:
      - Commissioner, Industries, Rajasthan as Chairperson
      - Two officers of the Industries department, with Members not below the rank of Deputy Director, Industries department, nominated by the Secretary in-charge of the Industries department, Government of Rajasthan

The Grievance Redressal Cell is responsible for coordinating with concerned departments and ensuring timely redressal of grievances

However, in all such cases where Competent Authority has failed to decide the application for Permission within specified time limits, the same shall be placed before the State Empowered Committee or the District Empowered Committee, as the case
may be, for consideration in the next scheduled meeting of the concerned Empowered Committee.

c) All grievances received shall be presented in the next meeting of State Empowered Committee by the Grievance Redressal Cell and the decision of State Empowered Committee shall be final and shall be binding on all concerned. However if the grievance refers to any order of State Empowered Committee, it shall be submitted to the State Government and the decision of State Government shall be final and shall be binding on all concerned

d) Grievances shall be monitored on a regular basis through a MIS dashboard created on Single Window Clearance System. Following steps need to be followed by BIP officers to view the MIS dashboard:
Status can be monitored from this dashboard.
2. **Handling Investors’ Feedback received through Single Window Clearance System (SWCS)**

The applicants who have registered on Single Window may provide feedback to Bureau of Investment Promotion (BIP) on the services availed by them. This provision shall be available to applicants at 3 stages:

I. **Feedback at the time of submission of application at SWCS:**
Upon submitting the application of a Departmental service through SWCS, the system shall automatically request the applicant to provide feedback on its experience of using SWCS. The applicant may provide rating of his/her experience along with relevant remarks, which shall be shared with BIP and concerned Departments

II. **Feedback at the time of downloading approval certificate from SWCS:**
Once the approval / NOC / clearance is granted by the concerned Department, the certificate is available for the applicant to download from SWCS. At the time of downloading the certificate, the system shall automatically request the applicant to provide feedback on its overall experience of obtaining the approval from the concerned Department. The applicant may provide rating of his/her experience along with relevant remarks, which shall be shared with BIP and concerned Departments

III. **Optional Feedback at any stage after logging into SWCS**
The applicant may, at any stage, provide feedback to BIP / concerned departments after logging into his/her SWCS account. This may be a ‘General feedback’, or a feedback specific to a Departmental Service, which shall be shared with BIP and concerned Departments

- BIP shall monitor and keep track of all Feedbacks received through the MIS dashboard created on SWCS

- In all such cases where applicant gives ‘Poor’ feedback, he/she has been mandated to provide comments / suggestions for the same. BIP shall take up such cases with the concerned department for course correction

- A weekly meeting shall be held under the Headship of Commissioner-BIP for discussing cases of Department with Poor feedback
Select Department name to provide Specific Feedback

Select this to provide 'General Feedback'

Provide rating and enter Feedback

Click Here
Status can be monitored from this dashboard.
3. Handling Investors’ Queries received through Walk-Ins and Call-Ins at Bureau of Investment Promotion

The Bureau of Investment Promotion (BIP) has a physical office at Udyog Bhawan, Tilak Marg, Jaipur, which houses dedicated Relationship Managers for facilitating Walk-Ins by investors as well as for addressing their queries over the Single Window helpline number: +91-141-2227899.

Following are the Standard Operating Procedures for recording and ticketing each query received by BIP’s Relationship Managers:

- Each query (Walk-In or Call-In) shall be addressed by a Relationship Manager (RM) of BIP, who shall understand the issue at hand and redress the same in case it is basic in nature and may be done at their level.
- In case the query cannot be redressed at RM’s level at BIP, the RM shall record the query in the system along with other relevant information about the query seeker after logging into their SWCS account.
- Each such case recorded by the RM shall be forwarded to the nodal officer of the concerned Department.
- As soon as the query is logged in to the system, a Ticket Id shall be auto-generated, which shall be shared with the query seeker via SMS and E-mail notification.
- The query will reflect in the dashboard of the Nodal Officer of the concerned Department, who is required to revert within 10 working days. The same will be visible in the Dashboard of BIP as well.
- The query seeker will be able to view and track status of his / her issue by inputting the Ticket Id through ‘Track your ticket’ option on homepage of SWCS. Detailed workflow is given in Annexure-III.
- Automated SMS / email notification shall be sent to the query seeker upon response from the Department / BIP.
- BIP shall monitor the status of all queries and ensure timely response of to the queries.
- BIP may enter remarks at any stage as a ‘follow up’ to the query.
Annexures
Annexure-I

Registration process at Rajasthan’s Single Window Clearance System (SWCS):

Step 1:
Applicant visits Rajasthan’s Single Window Clearance System (www.swcs.rajasthan.gov.in) and clicks on ‘Sign Up’.
Step 2:
Applicant can either register as a ‘Citizen’ or as an ‘Udhyog’.
To register as a ‘citizen’, applicant selects one of the four options for registering on SWCS. In this case, ‘Google’ has been selected.
Step 2:
To register as an ‘Udhyog’, applicant provides either Udhyog Aadhar no (UAN) or Business Registration No (BRN)
Step 3:
In case registration is done as a Citizen through ‘Google’, applicant provides Email Id and Password of his / her google account.
Step 4:
Upon providing the required credentials, the applicant is registered on the portal and an E-mail and SMS is sent to him / her as confirmation of the same.
Dear [Redacted],

Thanks for registering on Rajasthan Single Sign On using GOOGLE.

Username/ SSID: [Redacted]
Password: [Redacted]

It is strongly recommended to change the password at first logon.

Regards,
Rajasthan SSO Team.
Step 5:
Applicant is prompted to enter SSOID and Password to log into the newly created account.
Step 6: Applicant is prompted to update his/her profile.
Step 7: Applicant clicks on ‘Single Window’
Step 8:
 Applicant is prompted to fill up ‘One-time’ Investor Registration form
Step 9:
Applicant enters his / her BRN generated from the link: http://br.raj.nic.in/BRNApply.aspx
Step 10:
Applicant enters Proposed Establishment’s details / Existing Business details / Personal details
Step 11:
Applicant submits his / her details
Step 12:
Once profile is updated, system confirms the same to the applicant. Applicant clicks on ‘Ok’ to continue.
E-mail and SMS received by applicant post registering on SWCS
Applicant is logged on to SWCS wherein he/she can apply for services of various departments.
Click here to ‘Update Profile’ (CAP) at any stage
### A. Proposed Establishment/ Business Details

<table>
<thead>
<tr>
<th>BRN</th>
<th></th>
<th>Establishment Name</th>
<th></th>
<th>Establishment Type</th>
<th>Proprietary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nature of Business</td>
<td>Manufacturing</td>
<td>Proposed Employment (Total Employees)</td>
<td>50</td>
<td>Proposed Investment (₹)</td>
<td>50</td>
</tr>
</tbody>
</table>

**Registered Address**

- **Urban/ Rural**: Urban
- **Plot/ Building Number**: ENTER HOUSE NUMBER
- **Locality**: ENTER LOCALITY
- **City**: "Select City" (drop-down)
- **Activity/ Business Detail**: ABC
- **Lane/ Street Name**: ENTER LANE/ STREET
- **District**: Dungarpur
- **PIN Code**: ENTER 6 DIGIT PIN CODE
Once profile is updated, click on ‘Submit’ to save information.
Step 13:

Click here to select the service from the list

Applicant logged into the SWCS
Step 14:
Click here to select services you wish to apply for
Step 15: Select Department Name and services listed under them for applying for services.
Step 16:
Alternatively, click here to select services through CAF
Step 17:
Select the desired services and click on ‘Next’ to fill applications.
Annexure-II

Grievance redressal process on Rajasthan’s Single Window Clearance System (SWCS):

Any aggrieved person or applicant shall register his grievance by logging on the Portal www.swcs.rajasthan.gov.in.

Applicant clicks on ‘Grievance’ tab.
Applicant clicks on ‘New Grievance’
Relevant details are filled by the applicant pertaining to his grievance.
A new grievance record is created in the applicant's dashboard.

Grievance Id is generated upon successful submission of grievance.
Department’s officer logs in to his account and clicks on 'Grievance Redressal'.
### Department’s Dashboard

#### Officer clicks here to see pending grievances

<table>
<thead>
<tr>
<th>Grievance ID</th>
<th>Submission Date/Time</th>
<th>Dept</th>
<th>Application ID</th>
<th>Category</th>
<th>Past Reference</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>14/08/2017 05:47:06 PM (23 Days Ago)</td>
<td>RIICO</td>
<td>RICO2017</td>
<td>Delay in processing of Application</td>
<td>RIICO</td>
<td>Pending</td>
</tr>
<tr>
<td></td>
<td>28/08/2017 08:28:24 PM (9 Days Ago)</td>
<td>SRCC</td>
<td></td>
<td>Miscellaneous</td>
<td></td>
<td>Pending</td>
</tr>
<tr>
<td></td>
<td>29/08/2017 11:54:16 AM (8 Days Ago)</td>
<td>SRCC</td>
<td></td>
<td>Delay in processing of Application</td>
<td></td>
<td>Pending</td>
</tr>
<tr>
<td></td>
<td>07/09/2017 11:15:26 AM (6 Days Ago)</td>
<td>CONVEYORS</td>
<td>RICO</td>
<td>Delay in processing of Application</td>
<td></td>
<td>Pending</td>
</tr>
<tr>
<td></td>
<td>07/09/2017 04:39:16 PM (6 Days Ago)</td>
<td>VACANCY</td>
<td>RICO</td>
<td>Delay in processing of Application</td>
<td></td>
<td>Pending</td>
</tr>
</tbody>
</table>

Showing 1 to 5 of 5 rows

#### Officer clicks here to view the grievance

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**Note:** The screenshot shows a table with columns for Grievance ID, Submission Date/Time, Dept, Application ID, Category, Past Reference, and Status. The table is filtered to show pending grievances, and officers can click on specific grievance IDs to view the details.
Officer enters suitable remarks for redressing the grievance and clicks on ‘Submit’.
The officer is intimated that the grievance has been disposed off.
The Grievance Status is changed from 'Pending' from 'Disposed'.
The status is changed to ‘Disposed’ in applicant’s dashboard.
Click here to view remarks of Department.
Applicant can view the remarks of the Department.
Applicant provides his / her feedback based on his level of satisfaction of response received.
Annexure-III

Recording, Ticketing and Addressing Walk-ins and Call-ins at Bureau of Investment Promotion (BIP)
Relationship Manager enters his / her login credentials
<table>
<thead>
<tr>
<th>Ticket Id</th>
<th>Ticket Walk-in / Call-in query</th>
</tr>
</thead>
<tbody>
<tr>
<td>10001</td>
<td>17/05/2016 01:02:22 PM</td>
</tr>
<tr>
<td>10003</td>
<td>17/05/2016 01:02:22 PM</td>
</tr>
<tr>
<td>10004</td>
<td>27/06/2016 12:20:51 PM</td>
</tr>
<tr>
<td>10005</td>
<td>27/06/2016 12:25:38 PM</td>
</tr>
<tr>
<td>10006</td>
<td>27/06/2016 12:27:40 PM</td>
</tr>
<tr>
<td>10007</td>
<td>27/06/2016 12:42:02 PM</td>
</tr>
<tr>
<td>10008</td>
<td>27/06/2016 12:45:07 PM</td>
</tr>
<tr>
<td>10009</td>
<td>27/06/2016 12:55:42 PM</td>
</tr>
<tr>
<td>10010</td>
<td>27/06/2016 13:27:09 PM</td>
</tr>
<tr>
<td>10011</td>
<td>27/06/2016 13:27:09 PM</td>
</tr>
</tbody>
</table>

Follow Up Date
- 01/05/2017 10:34:41 AM
- 17/05/2016 01:02:22 PM
- 27/06/2016 12:20:51 PM
- 27/06/2016 12:25:38 PM
- 27/06/2016 12:27:40 PM
- 27/06/2016 12:42:02 PM
- 27/06/2016 12:45:07 PM
- 27/06/2016 12:55:42 PM

View
Relationship manager enters query details and uploads document, if any.

If the query cannot be resolved at Relationship Manager’s level, it is forwarded to concerned department.
Query is recorded and ticket ID is generated. Applicant is sent SMS/Email notification.
Query record is added in Relationship Manager’s Dashboard.
Concerned Departmental officer logs into his / her Dashboard to view pending tickets
Departmental Officer selects 'Tickets'
<table>
<thead>
<tr>
<th>Time/Date</th>
<th>User Name</th>
<th>Mobile</th>
<th>Email</th>
<th>Follow Up Date</th>
<th>View</th>
</tr>
</thead>
<tbody>
<tr>
<td>27/06/2016 05:03:00 PM</td>
<td>SIDDARTH DUBEY</td>
<td></td>
<td>ASSOCIATES.COM</td>
<td>27/06/2016 05:03:00 PM</td>
<td></td>
</tr>
<tr>
<td>07/09/2017 04:28:38 PM</td>
<td>RAHUL</td>
<td></td>
<td>EMAIL.COM</td>
<td>07/09/2017 04:28:38 PM</td>
<td></td>
</tr>
</tbody>
</table>

Showing 1 to 2 of 2 rows
Departmental Officer views the ticket and sends appropriate response.
System intimates the Departmental Officer that query response has been submitted. The response can be viewed by the applicant as well as BIP’s Relationship Managers.
BIP’s Relationship Managers are able to view the remarks submitted by Department.

If required, the BIP may further post a query to the Department.
The applicant can view the status of his query by clicking here.
The applicant enters the ticket No to view remarks.

The remarks entered by all stakeholders is displayed as a chain of conversations.