

1

00:00:00,243 --> 00:00:02,826
(upbeat music)

2

00:00:06,350 --> 00:00:07,870
- Hello and welcome everyone.

3

00:00:07,870 --> 00:00:10,540
I am Chris Hyams, CEO of Indeed,

4

00:00:10,540 --> 00:00:13,470
and welcome to the next
installment of Here to Help.

5

00:00:13,470 --> 00:00:16,030
This is our look at how
Indeed has been navigating

6

00:00:16,030 --> 00:00:18,550
the global impact of COVID-19.

7

00:00:18,550 --> 00:00:22,000
Today is August 31st, we're on day 181

8

00:00:22,000 --> 00:00:24,030
of global work from home.

9

00:00:24,030 --> 00:00:25,740
And for those of you that know Indeed,

10

00:00:25,740 --> 00:00:28,270
you know that our mission
is to help people get jobs.

11

00:00:28,270 --> 00:00:30,270
This is what gets us out
of bed in the morning.

12

00:00:30,270 --> 00:00:31,640

It's what keeps us up at night.

13

00:00:31,640 --> 00:00:34,237

And we also have five core values,

14

00:00:34,237 --> 00:00:35,750

and these are the fundamental ideas

15

00:00:35,750 --> 00:00:37,480

that guide us on that mission.

16

00:00:37,480 --> 00:00:39,090

They represent what we believe

17

00:00:39,090 --> 00:00:40,510

and they help us make decisions

18

00:00:40,510 --> 00:00:43,400

about our products and about our business.

19

00:00:43,400 --> 00:00:46,000

Now, August is Values

Months here at Indeed,

20

00:00:46,000 --> 00:00:48,520

and we've taken our five
episodes throughout this month

21

00:00:48,520 --> 00:00:51,010

to explore each of our core values.

22

00:00:51,010 --> 00:00:53,750

As a quick refresher, our first value

23

00:00:53,750 --> 00:00:55,930

is that we put Job Seekers First.

24

00:00:55,930 --> 00:00:57,010

Indeed as a marketplace,

25

00:00:57,010 --> 00:00:59,290

we connect job seekers and employers,

26

00:00:59,290 --> 00:01:00,590

but in every decision that we make,

27

00:01:00,590 --> 00:01:02,240

the first question that we ask

28

00:01:02,240 --> 00:01:04,900

is what is best for the job seeker?

29

00:01:04,900 --> 00:01:07,280

Our second value is Pay for Performance,

30

00:01:07,280 --> 00:01:08,300

and from the very start,

31

00:01:08,300 --> 00:01:10,170

our business model was
based on this idea of,

32

00:01:10,170 --> 00:01:11,870

we want to get paid only when

33

00:01:11,870 --> 00:01:15,150

we're delivering value to our customers.

34

00:01:15,150 --> 00:01:16,250

This is great,

35

00:01:16,250 --> 00:01:18,720

it ensures that we're
aligned with our customers,

36

00:01:18,720 --> 00:01:20,670

but it really helps us stay aligned

37

00:01:20,670 --> 00:01:24,080
with that first value
and with job seekers.

38

00:01:24,080 --> 00:01:25,810
Value that we're
delivering to our customers

39

00:01:25,810 --> 00:01:29,260
really means that we're
connecting them to job seekers.

40

00:01:29,260 --> 00:01:31,110
And so if we're getting paid

41

00:01:31,110 --> 00:01:33,220
when we are doing things that
are good for job seekers,

42

00:01:33,220 --> 00:01:35,240
then that means that there
will never be a conflict

43

00:01:35,240 --> 00:01:38,203
between making money
and doing what's best.

44

00:01:39,470 --> 00:01:42,820
The next value is that we are Data Driven,

45

00:01:42,820 --> 00:01:45,650
and this really follows from
the Pay for Performance one.

46

00:01:45,650 --> 00:01:47,980
If we want to get paid for performance,

47

00:01:47,980 --> 00:01:50,120
we have to have a way to
measure that performance,

48
00:01:50,120 --> 00:01:52,010
and this is something
that really permeates

49
00:01:52,010 --> 00:01:54,770
every aspect of our business.

50
00:01:54,770 --> 00:01:56,210
And today we're going to be talking about

51
00:01:56,210 --> 00:01:59,520
our next core value, which is Innovation.

52
00:01:59,520 --> 00:02:02,360
Innovation, probably the most overused

53
00:02:02,360 --> 00:02:05,790
and misunderstood term in all of business.

54
00:02:05,790 --> 00:02:07,820
For us, the idea is pretty simple,

55
00:02:07,820 --> 00:02:10,960
and we think it follows directly
from these previous values.

56
00:02:10,960 --> 00:02:12,770
If we have a business model

57
00:02:12,770 --> 00:02:14,890
that's based on Pay for Performance,

58
00:02:14,890 --> 00:02:17,060
if we're only getting paid
when we're delivering value,

59

00:02:17,060 --> 00:02:19,440

then the only way for
us to grow our business

60

00:02:19,440 --> 00:02:21,410

is to deliver more and more value.

61

00:02:21,410 --> 00:02:24,710

So Innovation for us, this
idea of continuous improvement,

62

00:02:24,710 --> 00:02:27,050

this is really an imperative.

63

00:02:27,050 --> 00:02:28,730

We have one other core value,

64

00:02:28,730 --> 00:02:30,680

which is Inclusion & Belonging

65

00:02:30,680 --> 00:02:32,510

Based on the way our weeks rolled out,

66

00:02:32,510 --> 00:02:36,130

we actually ended up covering
that earlier in the month,

67

00:02:36,130 --> 00:02:37,550

but it was a great discussion.

68

00:02:37,550 --> 00:02:39,620

If you didn't get a
chance to check it out,

69

00:02:39,620 --> 00:02:42,830

please go and check out that episode.

70

00:02:42,830 --> 00:02:45,150
Today is all about Innovation

71
00:02:45,150 --> 00:02:48,740
and today is the end of our exploration

72
00:02:48,740 --> 00:02:50,720
of our values this month,

73
00:02:50,720 --> 00:02:53,240
and it's really a great
place to wrap things up.

74
00:02:53,240 --> 00:02:54,320
For this conversation,

75
00:02:54,320 --> 00:02:58,070
I'm really excited to be
joined by Connie Cheng,

76
00:02:58,070 --> 00:03:01,610
who is a Product Manager
for Indeed Incubator.

77
00:03:01,610 --> 00:03:04,360
And Connie has only been
with Indeed for a few years,

78
00:03:04,360 --> 00:03:07,500
but her experience here truly exemplifies

79
00:03:07,500 --> 00:03:09,200
what we mean by Innovation.

80
00:03:09,200 --> 00:03:12,370
So Connie, welcome, and thank
you so much for joining me.

81
00:03:12,370 --> 00:03:14,570

- Hi Chris, thank you
so much for having me.

82

00:03:15,730 --> 00:03:17,840

- Well, let's start the way
that we always start here,

83

00:03:17,840 --> 00:03:19,326

which is just a quick check in.

84

00:03:19,326 --> 00:03:21,660

How are you doing today?

85

00:03:21,660 --> 00:03:23,170

- Yeah, I'm doing okay.

86

00:03:23,170 --> 00:03:25,150

I mean, I'm certainly grateful

87

00:03:25,150 --> 00:03:28,860

for my situation and my position,

88

00:03:28,860 --> 00:03:33,780

but I mean, you said earlier,
it's been what, 181 days?

89

00:03:33,780 --> 00:03:37,510

And I can confidently say
that I'm still not entirely

90

00:03:37,510 --> 00:03:40,430

used to the new state of the world

91

00:03:40,430 --> 00:03:42,230

and finding ways to adjust.

92

00:03:42,230 --> 00:03:45,470

Yesterday, I went to a
drive-in comedy show,

93

00:03:45,470 --> 00:03:47,250
which was really obscure.

94

00:03:47,250 --> 00:03:50,440
And instead of, I mean, 'cause
they can't hear you laughing

95

00:03:50,440 --> 00:03:51,340
'cause you're in your car,

96

00:03:51,340 --> 00:03:53,500
so they had you flashing your headlights

97

00:03:53,500 --> 00:03:54,710
whenever you liked a joke.

98

00:03:54,710 --> 00:03:57,760
And it was kind of a surreal experience,

99

00:03:57,760 --> 00:03:58,990
but also pretty optimistic

100

00:03:58,990 --> 00:04:01,800
in the different ways that
people are getting creative

101

00:04:01,800 --> 00:04:05,540
with trying to find safe activities to do

102

00:04:05,540 --> 00:04:08,810
and still enjoy each other's presence.

103

00:04:08,810 --> 00:04:11,708
- That's great. Well,
thank you for sharing that.

104

00:04:11,708 --> 00:04:12,541

So let's start.

105

00:04:12,541 --> 00:04:16,090

You joined Indeed during
the summer of 2017

106

00:04:16,090 --> 00:04:19,030

as part of a pretty unique program

107

00:04:19,030 --> 00:04:21,130

that we have here called
Indeed University,

108

00:04:21,130 --> 00:04:24,530

and actually the next
class of Indeed University

109

00:04:24,530 --> 00:04:28,350

is starting up today, so it's
actually really great timing.

110

00:04:28,350 --> 00:04:29,290

Let's start.

111

00:04:29,290 --> 00:04:32,270

Can you explain a little
bit about Indeed University

112

00:04:32,270 --> 00:04:35,970

and how that helped start
your career here at Indeed?

113

00:04:35,970 --> 00:04:37,040

- Yeah, definitely.

114

00:04:37,040 --> 00:04:40,650

So whenever I was
pitched Indeed University

115

00:04:40,650 --> 00:04:42,920
before I joined Indeed,

116
00:04:42,920 --> 00:04:45,660
it was kind of like there's
two ways to describe it.

117
00:04:45,660 --> 00:04:49,860
It's a three-month long hackathon,
or it's kind of, I mean,

118
00:04:49,860 --> 00:04:52,530
like a mini Incubator for new grads.

119
00:04:52,530 --> 00:04:55,030
And for me it was so compelling

120
00:04:55,030 --> 00:04:59,260
because I had spent most
of my time in college

121
00:04:59,260 --> 00:05:01,680
realizing that the thing that I love to do

122
00:05:01,680 --> 00:05:05,670
was basically going out and doing the job

123
00:05:05,670 --> 00:05:07,020
and taking on internships

124
00:05:07,020 --> 00:05:09,900
and figuring out what was
a fit and what wasn't a fit

125
00:05:09,900 --> 00:05:12,487
and learning how to do
the job by doing the job,

126
00:05:12,487 --> 00:05:15,330

and that's pretty much what
Indeed University felt like.

127

00:05:15,330 --> 00:05:18,890

And so the idea of starting
my first three months

128

00:05:18,890 --> 00:05:23,890

in my first grownup career
and actually being able

129

00:05:23,910 --> 00:05:26,550

to build something from
scratch with other new grads

130

00:05:26,550 --> 00:05:30,300

who were in the same position
that I was, was so exciting.

131

00:05:30,300 --> 00:05:32,020

There's not a lot of places,

132

00:05:32,020 --> 00:05:33,550

I don't know of any other places,

133

00:05:33,550 --> 00:05:36,040

that give you a really
cool opportunity like that.

134

00:05:36,040 --> 00:05:40,120

And so, yeah, Indeed University gave me

135

00:05:40,120 --> 00:05:42,330

my first taste in what it would be like

136

00:05:42,330 --> 00:05:46,160

to be on an Incubator-type platform.

137

00:05:46,160 --> 00:05:48,540

And then of course
after Indeed University,

138

00:05:48,540 --> 00:05:51,660

I decided I really wanted
to keep living that life

139

00:05:51,660 --> 00:05:53,310

for the next three years.

140

00:05:53,310 --> 00:05:56,510

So since then, I've just been on Incubator

141

00:05:56,510 --> 00:05:59,000

and all of those have had a huge impact

142

00:05:59,000 --> 00:06:03,260

in how I've been thinking
about working and Innovation.

143

00:06:03,260 --> 00:06:05,570

- And for clarity for anyone
that's not from Indeed.

144

00:06:05,570 --> 00:06:06,800

Essentially what we do is we take

145

00:06:06,800 --> 00:06:08,320

all of our new college grads

146

00:06:08,320 --> 00:06:10,630

in product and engineering,
data science and design,

147

00:06:10,630 --> 00:06:13,100

and throw them together for 12 or 13 weeks

148

00:06:13,100 --> 00:06:15,090

and tell them to build new things.

149

00:06:15,090 --> 00:06:17,270

And so we'll get a little bit into

150

00:06:17,270 --> 00:06:19,984

the experience that you had there.

151

00:06:19,984 --> 00:06:23,820

Before we get into that,

and since we're spending

152

00:06:23,820 --> 00:06:26,180

this episode really focused on Innovation,

153

00:06:26,180 --> 00:06:29,070

can you talk a little

bit about just that word

154

00:06:29,070 --> 00:06:32,040

in terms of what it means at Indeed

155

00:06:32,040 --> 00:06:34,880

and kind of how we define it

and how we think about it?

156

00:06:34,880 --> 00:06:37,460

- Yeah, so I think at Indeed,

157

00:06:37,460 --> 00:06:39,880

one of the things that

since I've been here,

158

00:06:39,880 --> 00:06:42,360

it's very clear that we know that things

159

00:06:42,360 --> 00:06:43,610

are constantly changing,

160

00:06:43,610 --> 00:06:45,500
and we're definitely seeing
that now more than ever,

161
00:06:45,500 --> 00:06:47,040
but even before the pandemic,

162
00:06:47,040 --> 00:06:48,780
there was always this understanding

163
00:06:48,780 --> 00:06:50,590
that the industry is always changing

164
00:06:50,590 --> 00:06:55,050
and we need to continuously evolve with it

165
00:06:55,050 --> 00:06:59,240
and take risks and push those boundaries.

166
00:06:59,240 --> 00:07:02,430
And so I think that means being able

167
00:07:02,430 --> 00:07:05,230
to take risks and go for the fences,

168
00:07:05,230 --> 00:07:07,100
but also when you're doing that,

169
00:07:07,100 --> 00:07:09,780
using data to drive understanding

170
00:07:09,780 --> 00:07:11,980
of when you're going
and taking those risks

171
00:07:11,980 --> 00:07:14,070
and running experiments and evolving,

172

00:07:14,070 --> 00:07:16,410
knowing whether or not
that's the right direction

173
00:07:16,410 --> 00:07:18,740
to be going and whether or not
you should keep doing that.

174
00:07:18,740 --> 00:07:23,040
And then I think the other thing
that's been super important

175
00:07:23,040 --> 00:07:26,710
has been also being
okay with and accepting

176
00:07:26,710 --> 00:07:30,010
and even embracing when
failure inevitably happens,

177
00:07:30,010 --> 00:07:31,550
knowing that you're taking these risks,

178
00:07:31,550 --> 00:07:34,170
and a lot of times, maybe
even most of the time,

179
00:07:34,170 --> 00:07:36,110
things aren't going to work out,

180
00:07:36,110 --> 00:07:39,163
but that you're okay with
that as part of the process.

181
00:07:40,440 --> 00:07:43,220
- So you graduate college,

182
00:07:43,220 --> 00:07:46,910
you came to Indeed and
went from one environment,

183

00:07:46,910 --> 00:07:48,170
which is the school environment,

184

00:07:48,170 --> 00:07:51,040
into, well, it was a business environment,

185

00:07:51,040 --> 00:07:53,580
but because it's this sort
of Incubator-like thing,

186

00:07:53,580 --> 00:07:54,840
it's probably a little different

187

00:07:54,840 --> 00:07:57,960
than most people starting
out their careers.

188

00:07:57,960 --> 00:08:00,810
How did the experience
in Indeed University,

189

00:08:00,810 --> 00:08:02,930
how was that different from
your experiences in college,

190

00:08:02,930 --> 00:08:05,980
and how did that get you thinking about

191

00:08:05,980 --> 00:08:08,730
where you were going and
what success looked like?

192

00:08:08,730 --> 00:08:11,650
- Yeah, so I spent a lot of my time

193

00:08:11,650 --> 00:08:13,190
in college and before college

194
00:08:13,190 --> 00:08:16,140
thinking what I needed
to do to be successful

195
00:08:16,140 --> 00:08:20,320
was get really good grades
and win competitions,

196
00:08:20,320 --> 00:08:24,070
and this perception that success

197
00:08:24,070 --> 00:08:25,440
was this very linear path,

198
00:08:25,440 --> 00:08:27,630
I just needed to keep doing things well

199
00:08:27,630 --> 00:08:32,300
and growing and hitting all
of the goals that I set,

200
00:08:32,300 --> 00:08:35,950
which I very quickly had to unlearn

201
00:08:35,950 --> 00:08:38,633
that it's okay not to
always hit your goals.

202
00:08:39,491 --> 00:08:42,290
And so the cool thing
about Indeed University

203
00:08:42,290 --> 00:08:47,290
was since day one, there
was this messaging around,

204
00:08:47,667 --> 00:08:50,947
"You're here to learn what
it's like to work at Indeed,

205

00:08:50,947 --> 00:08:52,447
"and you're here to take risks,

206

00:08:52,447 --> 00:08:55,127
"and here is this awesome
opportunity for you

207

00:08:55,127 --> 00:08:56,647
"to take risks and know that you'll

208

00:08:56,647 --> 00:08:59,770
"still have a job if it doesn't pan out."

209

00:08:59,770 --> 00:09:02,640
And so giving us the freedom

210

00:09:02,640 --> 00:09:05,670
to go and explore these problem spaces,

211

00:09:05,670 --> 00:09:09,850
where at the end of the
day, if what we learn is

212

00:09:09,850 --> 00:09:12,570
this isn't something
that is worth continuing,

213

00:09:12,570 --> 00:09:14,680
and this is something
that we gave it a shot,

214

00:09:14,680 --> 00:09:17,330
and we captured this data,
we ran these experiments,

215

00:09:17,330 --> 00:09:21,560
and we should shut it down,
now that also is successful,

216

00:09:21,560 --> 00:09:23,450
which I think was not something

217

00:09:23,450 --> 00:09:26,480
I had learned in college
and going through school.

218

00:09:26,480 --> 00:09:29,350
And so having that experience
right out of the gate

219

00:09:29,350 --> 00:09:34,350
joining Indeed felt like a
really good rude awakening

220

00:09:34,550 --> 00:09:36,550
in which I could start to
get a lot more comfortable

221

00:09:36,550 --> 00:09:40,100
in thinking in a way where
I can take these risks

222

00:09:40,100 --> 00:09:42,900
and be in an environment where
I know I'll be supported.

223

00:09:43,760 --> 00:09:46,863
- I remember very well your
Indeed University project

224

00:09:46,863 --> 00:09:48,580
that you ended up working on.

225

00:09:48,580 --> 00:09:51,060
Can you talk a little bit
about what that project was

226

00:09:51,060 --> 00:09:53,110
and what happens during the program

227
00:09:53,110 --> 00:09:54,143
and sort of how that idea

228
00:09:54,143 --> 00:09:56,520
sort of came up and evolved over time?

229
00:09:56,520 --> 00:09:59,060
- The problem that I was
really focused on at that time

230
00:09:59,060 --> 00:10:03,430
was trying to deal with people
who get interview anxiety,

231
00:10:03,430 --> 00:10:08,330
'cause I get a lot of anxiety
when it comes to stuff like

232
00:10:08,330 --> 00:10:10,540
going in and interviewing for a job

233
00:10:10,540 --> 00:10:12,370
where it feels like the
stakes are really high.

234
00:10:12,370 --> 00:10:16,703
And so I was really excited to work on,

235
00:10:17,810 --> 00:10:20,020
I don't remember if that was when

236
00:10:20,020 --> 00:10:23,580
virtual reality first became
more mainstream with consumers,

237
00:10:23,580 --> 00:10:25,270

but in my head I was like,

238

00:10:25,270 --> 00:10:28,980
how cool would it be if you
want to practice interviews

239

00:10:28,980 --> 00:10:32,300
and you could do that in the
comfort of your own home,

240

00:10:32,300 --> 00:10:35,560
but feel like you're in
an interview environment

241

00:10:35,560 --> 00:10:38,180
and kind of desensitize
you to that environment?

242

00:10:38,180 --> 00:10:42,430
And so the idea that I had
pitched to the other IUs

243

00:10:42,430 --> 00:10:43,977
to try and join my team was,

244

00:10:43,977 --> 00:10:45,787
"Hey, let's build out this app

245

00:10:45,787 --> 00:10:48,390
"where we would use Google Cardboard,"

246

00:10:48,390 --> 00:10:50,247
something that was more accessible,

247

00:10:50,247 --> 00:10:52,537
"and people could put it on their phones

248

00:10:52,537 --> 00:10:57,537
"and feel like they're actually

doing a real interview-ish."

249

00:10:57,560 --> 00:10:59,890

And so in the first few weeks,

250

00:10:59,890 --> 00:11:03,450

we actually built out this VR app.

251

00:11:03,450 --> 00:11:07,950

I remember getting a 360 camera
and working with some people

252

00:11:07,950 --> 00:11:10,490

to record this interview experience.

253

00:11:10,490 --> 00:11:15,470

And we went to Job Club out in Austin

254

00:11:15,470 --> 00:11:19,370

where Indeed volunteers and helps people

255

00:11:19,370 --> 00:11:21,170

who sign up to look for jobs

256

00:11:21,170 --> 00:11:23,180

and walks them through that process.

257

00:11:23,180 --> 00:11:27,580

And so at the end of a
few Job Club consultations

258

00:11:27,580 --> 00:11:30,320

that we would have, we would then ask them

259

00:11:30,320 --> 00:11:32,570

to try out the experience

260

00:11:32,570 --> 00:11:35,060

and get some of their
feedback on what they thought.

261

00:11:35,060 --> 00:11:38,357
And we pretty much consistently heard,

262

00:11:38,357 --> 00:11:41,527
"Oh, this is cool, but I
feel a little bit nauseous.

263

00:11:41,527 --> 00:11:42,577
"It feels a little bit weird.

264

00:11:42,577 --> 00:11:44,920
"I don't know if I
would use this at home."

265

00:11:44,920 --> 00:11:48,510
And so we got some resounding
feedback, like, okay,

266

00:11:48,510 --> 00:11:50,200
we definitely swung for the fences,

267

00:11:50,200 --> 00:11:53,480
we did something that was
very different and out there,

268

00:11:53,480 --> 00:11:56,910
and we learned that
that wasn't necessarily

269

00:11:56,910 --> 00:11:59,120
the best fit for a lot of the people

270

00:11:59,120 --> 00:12:01,200
who would be looking for jobs
and practicing interviews.

271

00:12:01,200 --> 00:12:03,970
So after that experience,
we pivoted to something

272
00:12:03,970 --> 00:12:07,490
that was a little less
or a lot less immersive,

273
00:12:07,490 --> 00:12:09,840
but still very accessible,

274
00:12:09,840 --> 00:12:13,607
and introduced just something
that was more focused on,

275
00:12:13,607 --> 00:12:15,047
"You can watch a video online

276
00:12:15,047 --> 00:12:17,857
"and we'll record your experience

277
00:12:17,857 --> 00:12:20,840
"and give you a transcript
of your response,"

278
00:12:20,840 --> 00:12:23,700
and experimented by using people

279
00:12:23,700 --> 00:12:26,310
who are interviewing at Indeed
to look at how that performs

280
00:12:26,310 --> 00:12:28,770
and what their response
was on how it felt.

281
00:12:28,770 --> 00:12:32,100
And so there was a lot of stuff early on

282

00:12:32,100 --> 00:12:34,960
that we learned there, right,
like taking those risks,

283
00:12:34,960 --> 00:12:36,540
getting feedback super early on,

284
00:12:36,540 --> 00:12:38,570
and using that data to drive our decision

285
00:12:38,570 --> 00:12:40,460
as to whether or not we pivoted.

286
00:12:40,460 --> 00:12:43,079
And so I'm really glad that we did that.

287
00:12:43,079 --> 00:12:45,010
And we did something that was really

288
00:12:45,010 --> 00:12:47,900
strange and exciting and fun,

289
00:12:47,900 --> 00:12:50,027
but also that we kind of
learned pretty quickly,

290
00:12:50,027 --> 00:12:51,787
"Oh, this isn't working out.

291
00:12:51,787 --> 00:12:53,880
"We need to try something
else and we need to adapt."

292
00:12:53,880 --> 00:12:58,480
So that was also a great
learning experience

293
00:12:58,480 --> 00:13:02,450
'cause it was failing early

on and then learning from that

294

00:13:02,450 --> 00:13:06,170

to then make these decisions and adjust.

295

00:13:06,170 --> 00:13:08,420

And then that really kind of set the stage

296

00:13:08,420 --> 00:13:11,323

for the rest of the time

that I've been at Indeed.

297

00:13:12,450 --> 00:13:14,720

- Yeah, we were talking

about this last week

298

00:13:14,720 --> 00:13:17,070

when we were getting ready

for this discussion here,

299

00:13:17,070 --> 00:13:20,100

and that was one of my favorite projects

300

00:13:20,100 --> 00:13:22,010

that year at Indeed University,

301

00:13:22,010 --> 00:13:26,748

and I have two different

kinds of favorite projects,

302

00:13:26,748 --> 00:13:29,650

and I think they might be a little

303

00:13:29,650 --> 00:13:30,720

counterintuitive for some people,

304

00:13:30,720 --> 00:13:33,260

but one is the one where

people try something

305

00:13:33,260 --> 00:13:36,073
that's totally crazy and
just completely fails.

306

00:13:36,980 --> 00:13:40,700
And especially though when the
team like yours recognized,

307

00:13:40,700 --> 00:13:45,280
because you were using data
and thinking rationally

308

00:13:45,280 --> 00:13:46,867
and saying, "Oh, this
isn't working at all,

309

00:13:46,867 --> 00:13:47,980
"we need to try something else,"

310

00:13:47,980 --> 00:13:50,260
'cause that's just such a clear reflection

311

00:13:50,260 --> 00:13:52,580
of how the real world actually works.

312

00:13:52,580 --> 00:13:53,830
Most people have this fantasy

313

00:13:53,830 --> 00:13:56,760
that there's this lone crazy
person sitting in a room

314

00:13:56,760 --> 00:13:58,360
and they have this amazing idea

315

00:13:58,360 --> 00:13:59,740
and then they go and just do something

316
00:13:59,740 --> 00:14:00,573
that changes the world,

317
00:14:00,573 --> 00:14:05,470
and there's a whole lot
of mess that leads up to

318
00:14:06,450 --> 00:14:09,870
the one idea that turns
out to be the right one.

319
00:14:09,870 --> 00:14:11,700
My other favorite kind of project,

320
00:14:11,700 --> 00:14:13,610
and we'll get into this
a little bit later,

321
00:14:13,610 --> 00:14:18,610
is the one where when it
is first pitched to me,

322
00:14:18,950 --> 00:14:21,360
sounds like a completely stupid idea,

323
00:14:21,360 --> 00:14:23,110
and it turns out to be really amazing.

324
00:14:23,110 --> 00:14:25,330
And so we have plenty of
experience with both of those.

325
00:14:25,330 --> 00:14:28,930
But so you went from Indeed University,

326
00:14:28,930 --> 00:14:31,020
so you had this sort of
three-month hackathon

327

00:14:31,020 --> 00:14:34,700
or this three-month introduction
to the Incubator concept,

328

00:14:34,700 --> 00:14:37,410
and ended up then graduating from that

329

00:14:37,410 --> 00:14:40,110
and joining the Indeed Incubator.

330

00:14:40,110 --> 00:14:42,180
So for those people that don't know,

331

00:14:42,180 --> 00:14:43,330
can you explain a little bit about

332

00:14:43,330 --> 00:14:45,720
the Indeed Incubator and how it works

333

00:14:45,720 --> 00:14:49,480
and what made you want
to go that direction?

334

00:14:49,480 --> 00:14:53,130
- Yeah, so the way that
I hear it often described

335

00:14:53,130 --> 00:14:58,130
is it's like a startup
within a larger company.

336

00:14:58,160 --> 00:15:01,220
We are spinning up new products

337

00:15:01,220 --> 00:15:03,970
and we also use the concept

338

00:15:03,970 --> 00:15:07,540

of funding rounds or metered funding

339

00:15:07,540 --> 00:15:10,560

to determine whether or not
the products that we spin up,

340

00:15:10,560 --> 00:15:11,870

we should continue working on them,

341

00:15:11,870 --> 00:15:14,530

for how much longer we should
continue working on them,

342

00:15:14,530 --> 00:15:16,400

or whether or not we
should shut them down,

343

00:15:16,400 --> 00:15:18,670

which I think is a really pivotal

344

00:15:18,670 --> 00:15:20,690

part of the Incubator process.

345

00:15:20,690 --> 00:15:25,690

And so products get pitched,
and if there is a sponsor,

346

00:15:26,550 --> 00:15:29,650

who is typically now a GM

347

00:15:29,650 --> 00:15:31,780

that decides that
they're interested in it,

348

00:15:31,780 --> 00:15:35,430

they'll sponsor it, and
they act as an advisor

349

00:15:35,430 --> 00:15:39,280

to help you take down any
barriers that you might run into

350

00:15:39,280 --> 00:15:41,780
or to help just provide advice

351

00:15:41,780 --> 00:15:46,140
or insight into the various
things that you're working on

352

00:15:46,140 --> 00:15:48,940
without actually driving
the decisions for you.

353

00:15:48,940 --> 00:15:50,930
And then we go and take the product

354

00:15:50,930 --> 00:15:52,660
and we take the amount
of time that we have

355

00:15:52,660 --> 00:15:55,610
and we decide what are the goals

356

00:15:55,610 --> 00:15:56,630
that we're trying to achieve?

357

00:15:56,630 --> 00:15:58,802
What is it that we're trying to show

358

00:15:58,802 --> 00:16:00,920
to demonstrate that Indeed

359

00:16:00,920 --> 00:16:02,570
should continue investing
in these products?

360

00:16:02,570 --> 00:16:04,060
And then at the end of our funding round,

361

00:16:04,060 --> 00:16:05,097
actually presenting and saying,

362

00:16:05,097 --> 00:16:07,257
"Here are all the different
experiments that we ran,

363

00:16:07,257 --> 00:16:09,187
"here is how those experiments performed,

364

00:16:09,187 --> 00:16:10,727
"here's how this could mean

365

00:16:10,727 --> 00:16:13,317
"for Indeed's ecosystem as a whole,

366

00:16:13,317 --> 00:16:15,007
"and why we think it's worth continuing

367

00:16:15,007 --> 00:16:18,750
"to pursue for another six
months or for another year."

368

00:16:18,750 --> 00:16:22,330
Or there are also times where we take

369

00:16:22,330 --> 00:16:24,747
what we've learned and we say,

370

00:16:24,747 --> 00:16:26,067
"We ran all these different experiments

371

00:16:26,067 --> 00:16:27,447
"and what we learned is actually,

372

00:16:27,447 --> 00:16:31,047
"Indeed should not continue

to pursue this product

373

00:16:31,047 --> 00:16:34,217
"because there just isn't
a great business reason

374

00:16:34,217 --> 00:16:36,417
"based off of the
research that we've done,

375

00:16:36,417 --> 00:16:38,660
"the experiments that we've ran."

376

00:16:38,660 --> 00:16:42,270
And so we get a lot of
the best of both worlds

377

00:16:42,270 --> 00:16:45,160
of being at a startup kind of environment,

378

00:16:45,160 --> 00:16:46,390
but also at a larger company

379

00:16:46,390 --> 00:16:47,750
where if something gets shut down,

380

00:16:47,750 --> 00:16:50,030
we don't have to worry
about losing our jobs.

381

00:16:50,030 --> 00:16:52,540
We just go and start something
new and we get to leverage

382

00:16:52,540 --> 00:16:55,820
a lot of the resources that Indeed has.

383

00:16:55,820 --> 00:16:57,570
That's very powerful in allowing us

384
00:16:57,570 --> 00:17:00,730
to move really quickly and get results.

385
00:17:00,730 --> 00:17:05,730
And so I really loved the format of IU

386
00:17:07,210 --> 00:17:10,810
in moving fast, and
taking these long shots,

387
00:17:10,810 --> 00:17:12,650
and using data to drive the decisions.

388
00:17:12,650 --> 00:17:16,290
And so when I learned that
there was an Incubator team,

389
00:17:16,290 --> 00:17:18,390
I think at the time, it
might've even been called Labs

390
00:17:18,390 --> 00:17:20,800
and had just started
being called Incubator,

391
00:17:20,800 --> 00:17:24,177
it was like, "I need to go
talk to the people there

392
00:17:24,177 --> 00:17:26,030
"and see if they'll take me on."

393
00:17:26,030 --> 00:17:27,880
'Cause I have worked at,

394
00:17:27,880 --> 00:17:30,330
or I've interned at startups
before and at large companies,

395

00:17:30,330 --> 00:17:32,130

and there were elements
of both that I loved,

396

00:17:32,130 --> 00:17:35,110

and the idea that I could get the marriage

397

00:17:35,110 --> 00:17:38,640

between the two at Indeed,
I was so excited for it.

398

00:17:38,640 --> 00:17:41,580

So I think I immediately
chased down Brendan and Dan

399

00:17:41,580 --> 00:17:44,430

and asked if I could join the team.

400

00:17:44,430 --> 00:17:48,183

And so that's how I ended
up from IU to Incubator.

401

00:17:49,370 --> 00:17:51,970

- Yeah, and we're going
to spend some more time

402

00:17:51,970 --> 00:17:54,500

talking about the Incubator
and your experiences there,

403

00:17:54,500 --> 00:17:57,180

but one of the things that really was

404

00:17:57,180 --> 00:18:00,133

the inspiration for this
was just looking at how,

405

00:18:01,250 --> 00:18:03,180

when companies go, like Indeed,

406

00:18:03,180 --> 00:18:05,880
from being a small startup that's scrappy

407

00:18:05,880 --> 00:18:08,730
and you don't have money
and you don't have any time

408

00:18:08,730 --> 00:18:09,930
and you're incredibly focused

409

00:18:09,930 --> 00:18:11,880
to get them bigger and more successful,

410

00:18:12,720 --> 00:18:16,060
it often gets harder to
continue to be innovative

411

00:18:16,060 --> 00:18:18,030
because you develop these processes

412

00:18:18,030 --> 00:18:21,740
and these ways of thinking and acting

413

00:18:21,740 --> 00:18:23,260
that that are very different

414

00:18:23,260 --> 00:18:26,910
than what got you to that
first thing that worked.

415

00:18:26,910 --> 00:18:30,120
And so we really just tried
to create an environment

416

00:18:30,120 --> 00:18:33,410
within the company that
number one, recognize that

417

00:18:34,620 --> 00:18:37,900
you need to actually have
some kind of urgency.

418

00:18:37,900 --> 00:18:40,870
And so the time limit turned
out to work really well.

419

00:18:40,870 --> 00:18:42,680
We start with this, you get three months,

420

00:18:42,680 --> 00:18:45,390
and at the end of three
months, the project is dead

421

00:18:45,390 --> 00:18:48,450
unless you can pitch and get
more funding and keep going.

422

00:18:48,450 --> 00:18:52,300
And so that urgency that
when there's four people

423

00:18:52,300 --> 00:18:55,310
eating ramen and living
together in an apartment

424

00:18:55,310 --> 00:18:57,910
and working and trying to make some money,

425

00:18:57,910 --> 00:18:59,940
that's really helpful for Innovation.

426

00:18:59,940 --> 00:19:02,600
It also, though, I think
that that time limit

427

00:19:02,600 --> 00:19:04,510

makes it really easy to say yes

428

00:19:04,510 --> 00:19:06,230
to a lot of things that do sound crazy,

429

00:19:06,230 --> 00:19:07,300
'cause if the answer is we're only

430

00:19:07,300 --> 00:19:09,040
going to try it for a few months,

431

00:19:09,040 --> 00:19:11,720
then, virtual reality interview prep,

432

00:19:11,720 --> 00:19:14,460
sure, let's give it a
shot and see what happens.

433

00:19:14,460 --> 00:19:17,010
So what I'd love to do is,

434

00:19:17,010 --> 00:19:20,270
you've been involved in a
number of really, to me,

435

00:19:20,270 --> 00:19:21,760
really interesting projects

436

00:19:21,760 --> 00:19:24,160
through your career at the Incubator.

437

00:19:24,160 --> 00:19:28,520
So let's talk a little bit about this,

438

00:19:28,520 --> 00:19:30,850
the process itself, and
the process of Innovation.

439

00:19:30,850 --> 00:19:33,460
So how does that work
in terms of new ideas

440
00:19:33,460 --> 00:19:36,890
getting pitched and getting funded?

441
00:19:36,890 --> 00:19:39,240
- Yeah, I think one of
the really cool things

442
00:19:39,240 --> 00:19:43,110
is anyone at the company
can pitch an idea.

443
00:19:43,110 --> 00:19:45,320
And I spent over a year working

444
00:19:45,320 --> 00:19:48,350
with this really awesome
woman who worked in sales,

445
00:19:48,350 --> 00:19:50,650
Brittany, who pitched an idea

446
00:19:50,650 --> 00:19:53,040
and it got funded and we
worked on it together.

447
00:19:53,040 --> 00:19:57,840
And so I think one thing that
I've learned from that process

448
00:19:57,840 --> 00:20:00,770
is you have all these
different people working

449
00:20:00,770 --> 00:20:01,760
in these different departments

450
00:20:01,760 --> 00:20:05,100
who get a glimpse into various problems

451
00:20:05,100 --> 00:20:07,623
that product managers or other people

452
00:20:07,623 --> 00:20:10,070
working on problems don't
necessarily think of.

453
00:20:10,070 --> 00:20:14,350
And so I love seeing
the pitches that come in

454
00:20:14,350 --> 00:20:16,380
from across the company

455
00:20:16,380 --> 00:20:18,490
and the things that I've
never thought of as, like,

456
00:20:18,490 --> 00:20:20,800
ooh, that's a problem,

457
00:20:20,800 --> 00:20:23,170
because I don't get to see that problem.

458
00:20:23,170 --> 00:20:28,170
And so there's a lot of, I guess the word

459
00:20:28,320 --> 00:20:31,230
is the internal version
of entrepreneurship,

460
00:20:31,230 --> 00:20:33,980
intrepreneurship involved,

461
00:20:33,980 --> 00:20:38,140

and so when these ideas get
pitched and they get funded,

462

00:20:38,140 --> 00:20:41,760
then you have this team
that rallies around you

463

00:20:41,760 --> 00:20:43,870
with engineers, and UX designers,

464

00:20:43,870 --> 00:20:47,300
and marketing, and global
product commercialization,

465

00:20:47,300 --> 00:20:50,040
to help bring that product idea to life,

466

00:20:50,040 --> 00:20:51,010
and take it to market,

467

00:20:51,010 --> 00:20:52,950
and see what happens, and take that risk.

468

00:20:52,950 --> 00:20:57,500
And so it's this I guess
internal product accelerator.

469

00:20:57,500 --> 00:20:59,870
And as we had talked about earlier,

470

00:20:59,870 --> 00:21:01,420
then you're met with these funding rounds

471

00:21:01,420 --> 00:21:03,750
where you generally
start with three months,

472

00:21:03,750 --> 00:21:05,070
and then at the end of three months,

473

00:21:05,070 --> 00:21:06,130
you share what you've learned

474

00:21:06,130 --> 00:21:08,500
and what you want to
do to continue further,

475

00:21:08,500 --> 00:21:10,130
if you should continue further.

476

00:21:10,130 --> 00:21:13,160
And then over time over
the life of that product,

477

00:21:13,160 --> 00:21:16,930
there's ultimately three
different things that can happen

478

00:21:16,930 --> 00:21:18,780
in which the first one I had already said,

479

00:21:18,780 --> 00:21:22,260
where you can get more funding,
or you can get acquired

480

00:21:22,260 --> 00:21:25,460
by a different business
department within Indeed.

481

00:21:25,460 --> 00:21:26,990
We've seen that with Hiring Events

482

00:21:26,990 --> 00:21:29,000
getting acquired by Enterprise.

483

00:21:29,000 --> 00:21:32,330
And then the other thing is that you don't

484

00:21:32,330 --> 00:21:35,150

get any more funding
either for whatever reason

485

00:21:35,150 --> 00:21:36,510

based off of the stuff that you learned

486

00:21:36,510 --> 00:21:39,000

and then you wind down the project.

487

00:21:39,000 --> 00:21:43,340

But a lot of times, or,
I mean, in every instance

488

00:21:43,340 --> 00:21:46,180

with any product that gets shut down,

489

00:21:46,180 --> 00:21:47,840

there's a lot of value
that comes out of it

490

00:21:47,840 --> 00:21:49,780

because there's something that's learned.

491

00:21:49,780 --> 00:21:53,760

Oftentimes other teams can
benefit from those learnings

492

00:21:53,760 --> 00:21:55,410

and will take on those learnings.

493

00:21:57,298 --> 00:21:58,660

And you're also proving, hey,

494

00:21:58,660 --> 00:22:01,940

we tried this thing that sounded risky

495

00:22:01,940 --> 00:22:05,060

and we learned, okay, cool,
let's move on to the next thing,

496

00:22:05,060 --> 00:22:07,990
this is not something we
should continue to work on.

497

00:22:07,990 --> 00:22:10,770
And so, yeah, that's the general structure

498

00:22:10,770 --> 00:22:12,330
of how things work at Incubator,

499

00:22:12,330 --> 00:22:14,740
which allows us to be able to

500

00:22:15,920 --> 00:22:18,350
sort of look at things more objectively

501

00:22:18,350 --> 00:22:19,570
to drive those decisions.

502

00:22:19,570 --> 00:22:22,340
And I mean, because
we're using data to drive

503

00:22:22,340 --> 00:22:24,410
whether or not we should continue those,

504

00:22:24,410 --> 00:22:26,450
it's not like a personal thing anymore.

505

00:22:26,450 --> 00:22:28,690
It's having that intellectual honesty

506

00:22:28,690 --> 00:22:31,777
and saying, "Awesome, what came from it,

507

00:22:31,777 --> 00:22:34,450
"and is this worth pursuing?"

508
00:22:34,450 --> 00:22:37,470
- Yeah, and so one thing,
it may be implicit,

509
00:22:37,470 --> 00:22:40,560
but just for clarity, again,
for those not familiar with it,

510
00:22:40,560 --> 00:22:41,960
the Incubator, the way that I think of it

511
00:22:41,960 --> 00:22:44,870
is there's sort of two kind
of essential components to it.

512
00:22:44,870 --> 00:22:46,840
One is this model,

513
00:22:46,840 --> 00:22:48,970
this what you described
as the metered funding,

514
00:22:48,970 --> 00:22:52,981
where people come in and
pitch and we have timelines.

515
00:22:52,981 --> 00:22:55,900
And then there's this ownership

516
00:22:55,900 --> 00:22:57,060
and autonomy that comes with it,

517
00:22:57,060 --> 00:22:58,760
so we don't come in to micromanage,

518
00:22:58,760 --> 00:23:02,860

that the team, Brittany
who pitched Text to Apply

519

00:23:02,860 --> 00:23:05,780
was essentially the CEO
of that little startup.

520

00:23:05,780 --> 00:23:10,780
And I was meeting with her
as a board member regularly

521

00:23:11,220 --> 00:23:13,450
and giving feedback,
but it was really up to

522

00:23:13,450 --> 00:23:16,053
Brittany and the team to make decisions.

523

00:23:17,260 --> 00:23:19,270
So that's the sort of the model.

524

00:23:19,270 --> 00:23:21,950
The other piece is this sort
of container for operations.

525

00:23:21,950 --> 00:23:25,660
So we have a separate team
where when we have these ideas,

526

00:23:25,660 --> 00:23:29,633
they sort of live in this Incubator group,

527

00:23:30,690 --> 00:23:33,970
so they're not competing
for time or resources

528

00:23:33,970 --> 00:23:34,870
with the rest of the business

529

00:23:34,870 --> 00:23:37,070
that's working on other things
that are mission critical.

530
00:23:37,070 --> 00:23:38,630
And it's not like there's no Innovation

531
00:23:38,630 --> 00:23:40,170
going on in the rest of the business,

532
00:23:40,170 --> 00:23:42,730
but it's really great to have
this complete separation.

533
00:23:42,730 --> 00:23:44,350
And with that is the team,

534
00:23:44,350 --> 00:23:48,260
and so we have a dedicated
set of engineers,

535
00:23:48,260 --> 00:23:50,560
product managers,
designers, data scientists,

536
00:23:50,560 --> 00:23:53,260
growth marketers, you
sort of described this,

537
00:23:53,260 --> 00:23:56,850
but so we have this dedicated
team of people like you,

538
00:23:56,850 --> 00:23:59,360
who just work on Incubator projects,

539
00:23:59,360 --> 00:24:02,560
and when a new one gets spun
up, we see who's available,

540
00:24:02,560 --> 00:24:03,820
and when one gets shut down,

541
00:24:03,820 --> 00:24:05,600
we move on to something else,

542
00:24:05,600 --> 00:24:08,690
and that's allowed us
to operate at a scale,

543
00:24:08,690 --> 00:24:11,520
the last time I looked and I'm
sure it's gone up since then,

544
00:24:11,520 --> 00:24:14,800
but between Indeed
University and Incubator,

545
00:24:14,800 --> 00:24:17,550
we've launched over 130 new businesses

546
00:24:17,550 --> 00:24:20,890
within Indeed over the
last five or six years.

547
00:24:20,890 --> 00:24:22,483
And that's pretty remarkable.

548
00:24:23,410 --> 00:24:25,540
But let's talk some specifics here.

549
00:24:25,540 --> 00:24:28,110
So, your first project with the Incubator

550
00:24:28,110 --> 00:24:31,190
after you left Indeed
University was Indeed Crowd,

551

00:24:31,190 --> 00:24:32,810
and that this is another
one of my favorites.

552
00:24:32,810 --> 00:24:35,530
So can you talk a little
bit about Indeed Crowd?

553
00:24:35,530 --> 00:24:37,670
- Yeah, this was a really cool one

554
00:24:37,670 --> 00:24:39,490
and I'm actually really
glad I got to start off

555
00:24:39,490 --> 00:24:41,130
my Incubator experience working on that.

556
00:24:41,130 --> 00:24:44,450
It was a very interesting experience

557
00:24:44,450 --> 00:24:46,690
and kind of a wacky idea.

558
00:24:46,690 --> 00:24:50,460
So, this was started by
two product managers,

559
00:24:50,460 --> 00:24:52,800
Dan and Lucas, before I had joined.

560
00:24:52,800 --> 00:24:54,550
And I kind of came in probably when

561
00:24:54,550 --> 00:24:58,410
it was around for six
months or a year already.

562
00:24:58,410 --> 00:25:00,610

The general premise of Indeed Crowd

563

00:25:00,610 --> 00:25:05,610
was looking at this new
wave of crowdsourcing

564

00:25:06,050 --> 00:25:09,883
that was happening in tech with Uber,

565

00:25:11,702 --> 00:25:15,620
and I don't remember if
we had called it that,

566

00:25:15,620 --> 00:25:17,650
but it was kind of like
the Uber of recruiting.

567

00:25:17,650 --> 00:25:21,260
Like we will try to get anyone who feels

568

00:25:21,260 --> 00:25:24,043
like they can refer candidates to jobs,

569

00:25:24,043 --> 00:25:27,680
and anyone can do it, and
they can get compensated

570

00:25:27,680 --> 00:25:29,240
if someone gets an interview,

571

00:25:29,240 --> 00:25:31,880
they can get compensated
if someone gets hired.

572

00:25:31,880 --> 00:25:35,270
This general business where you typically

573

00:25:35,270 --> 00:25:38,040
have these recruiting agencies that work,

574

00:25:38,040 --> 00:25:41,230

we were saying, "Can we crowdsource that?"

575

00:25:41,230 --> 00:25:42,410

which is why it was called Crowd.

576

00:25:42,410 --> 00:25:45,100

And so one of the things that we learned

577

00:25:45,100 --> 00:25:46,290

was people would do it.

578

00:25:46,290 --> 00:25:50,130

People would refer candidates,

579

00:25:50,130 --> 00:25:51,660

sometimes even people
that they didn't know,

580

00:25:51,660 --> 00:25:55,380

and supply a resume and ask
them to apply to this job

581

00:25:55,380 --> 00:25:56,970

that they thought they
would be a good fit for.

582

00:25:56,970 --> 00:25:59,720

And people also got hired.

583

00:25:59,720 --> 00:26:02,230

It was a really cool thing to see

584

00:26:02,230 --> 00:26:05,747

that you could actually bring this to life

585

00:26:05,747 --> 00:26:07,760

and that people would do these things.

586

00:26:07,760 --> 00:26:11,270

And ultimately it did get shut down

587

00:26:11,270 --> 00:26:15,263

because there were just
a lot of challenges.

588

00:26:16,460 --> 00:26:18,130

There was a lot of turnover.

589

00:26:18,130 --> 00:26:23,120

And while we learned that
people could refer candidates

590

00:26:23,120 --> 00:26:24,840

and those candidates would get interviews

591

00:26:24,840 --> 00:26:29,150

and would get hired, that it
was just challenging to do,

592

00:26:29,150 --> 00:26:31,580

given that you would have
to have this constant source

593

00:26:31,580 --> 00:26:33,290

of people that you know
who are looking for jobs

594

00:26:33,290 --> 00:26:34,733

in these various industries.

595

00:26:35,620 --> 00:26:38,980

But it was just definitely one of those

596

00:26:38,980 --> 00:26:41,680

swing for the fences, out there ideas

597

00:26:41,680 --> 00:26:43,393
that we've been talking about.

598

00:26:44,520 --> 00:26:48,400
And then Crowd was actually the birth

599

00:26:48,400 --> 00:26:50,410
of the one-click apply,

600

00:26:50,410 --> 00:26:53,020
which was something that I know
that Hire used for a while.

601

00:26:53,020 --> 00:26:54,860
And so that was the other
thing that was really cool

602

00:26:54,860 --> 00:26:57,050
was even though the product itself

603

00:26:57,050 --> 00:26:58,620
didn't continue to live on,

604

00:26:58,620 --> 00:27:00,640
there was something
that came of the product

605

00:27:00,640 --> 00:27:04,057
that another business within
Indeed saw that and said,

606

00:27:04,057 --> 00:27:06,137
"Oh, you're seeing a lot of great success.

607

00:27:06,137 --> 00:27:07,627
"You're seeing really great, like,

608

00:27:07,627 --> 00:27:09,267
"when someone says they've been referred

609
00:27:09,267 --> 00:27:11,217
"and that they can just click and apply,

610
00:27:11,217 --> 00:27:13,017
"'cause their resumes
already been submitted,

611
00:27:13,017 --> 00:27:16,130
"that that conversion
rate is really high."

612
00:27:16,130 --> 00:27:19,540
And so I know that Hire
used that for a bit.

613
00:27:19,540 --> 00:27:21,360
And I think that was another example

614
00:27:21,360 --> 00:27:23,479
of having something live on,

615
00:27:23,479 --> 00:27:26,820
even when the product
itself gets shut down,

616
00:27:26,820 --> 00:27:30,710
and there was another team
that absorbed those learnings.

617
00:27:30,710 --> 00:27:35,260
- Crowd also illustrates
one of my favorite ideas,

618
00:27:35,260 --> 00:27:38,680
which is that ideas are easy.

619

00:27:38,680 --> 00:27:43,530
It's actually doing something
where the magic happens.

620
00:27:43,530 --> 00:27:48,530
So, Crowd was an idea of
mine like six years ago

621
00:27:48,530 --> 00:27:50,050
that I talked to a whole
bunch of people about

622
00:27:50,050 --> 00:27:53,253
and no one really got excited about.

623
00:27:55,378 --> 00:27:58,460
And then when sort of Lucas
came along and pitched this idea

624
00:27:58,460 --> 00:28:01,070
and to some degree, there are new ideas

625
00:28:01,070 --> 00:28:02,310
and then there's old ideas,

626
00:28:02,310 --> 00:28:05,120
but that they're new because
we haven't done them before.

627
00:28:05,120 --> 00:28:09,747
The difference between actually saying,

628
00:28:09,747 --> 00:28:11,220
"Hey, this is great,
somebody should do it,"

629
00:28:11,220 --> 00:28:12,603
and going and doing it,

630

00:28:13,761 --> 00:28:16,430
it's sort of the passion and the drive

631
00:28:16,430 --> 00:28:19,990
of the person who just wants
to prove everyone else wrong.

632
00:28:19,990 --> 00:28:24,990
And it makes me think of that
scene in "The Social Network"

633
00:28:26,000 --> 00:28:29,510
where it's during the trial
and the Winklevoss twins

634
00:28:29,510 --> 00:28:31,760
are trying to claim that
they invented Facebook.

635
00:28:31,760 --> 00:28:34,567
And Zuckerberg says, essentially,

636
00:28:34,567 --> 00:28:36,347
"If you had invented Facebook,

637
00:28:36,347 --> 00:28:38,930
"you would have invented Facebook."

638
00:28:38,930 --> 00:28:40,910
And so the coming up with the idea,

639
00:28:40,910 --> 00:28:42,650
ideas are cheap basically.

640
00:28:42,650 --> 00:28:45,030
And no matter how smart anyone is

641
00:28:45,030 --> 00:28:46,500
and how much they can get attached

642

00:28:46,500 --> 00:28:48,130
to the brilliance of their ideas,

643

00:28:48,130 --> 00:28:50,210
it means nothing without execution.

644

00:28:50,210 --> 00:28:53,360
So, it was great that we
actually went and tried to do it,

645

00:28:53,360 --> 00:28:55,990
and you figure out a lot about
what's hard about things,

646

00:28:55,990 --> 00:28:58,010
and some of these ideas
we keep coming back to

647

00:28:58,010 --> 00:28:58,843
over and over again.

648

00:28:58,843 --> 00:29:03,843
So, the next thing that you
went on from Crowd to join

649

00:29:04,370 --> 00:29:06,490
was Indeed Hiring Events.

650

00:29:06,490 --> 00:29:10,980
And so tell us a little bit
about that journey for you

651

00:29:10,980 --> 00:29:13,020
and where the product is today.

652

00:29:13,020 --> 00:29:16,120
- Yeah, so I joined Hiring Events

653

00:29:16,120 --> 00:29:17,980
about a year after it
had already been around

654

00:29:17,980 --> 00:29:20,330
and it had already
gained a lot of momentum.

655

00:29:20,330 --> 00:29:23,370
So Hiring Events as
essentially this concept

656

00:29:23,370 --> 00:29:25,460
that kind of existed,

657

00:29:25,460 --> 00:29:29,190
and I think Ryan Arroyo and Naveed

658

00:29:29,190 --> 00:29:32,600
saw that people were posting these events,

659

00:29:32,600 --> 00:29:36,010
essentially these one-on-one

660

00:29:36,010 --> 00:29:38,900
where companies would
hold their own job fair,

661

00:29:38,900 --> 00:29:40,310
and people could show up

662

00:29:40,310 --> 00:29:42,750
and get an interview directly on the spot.

663

00:29:42,750 --> 00:29:45,717
And they said, "What if we
actually took this thing

664

00:29:45,717 --> 00:29:47,107
"that's already happening in the world

665
00:29:47,107 --> 00:29:48,257
"and turn it into a product

666
00:29:48,257 --> 00:29:50,280
"and got other companies to use it?"

667
00:29:50,280 --> 00:29:52,900
And so what it is now,

668
00:29:52,900 --> 00:29:55,080
or what it's been at
least when I was on it,

669
00:29:55,080 --> 00:29:58,900
was basically companies
would create these events,

670
00:29:58,900 --> 00:30:00,530
and we would create these pages

671
00:30:00,530 --> 00:30:03,870
that allowed users to
RSVP directly to the event

672
00:30:03,870 --> 00:30:04,730
without having to apply to the job.

673
00:30:04,730 --> 00:30:06,240
And then they would just show up

674
00:30:06,240 --> 00:30:07,760
at the time that it was set,

675
00:30:07,760 --> 00:30:09,090
the location that it was set,

676
00:30:09,090 --> 00:30:12,030
and be able to have interviews
directly on the spot.

677
00:30:12,030 --> 00:30:15,610
And they were able to
fast track a little bit

678
00:30:15,610 --> 00:30:17,030
and go straight to the interview

679
00:30:17,030 --> 00:30:19,250
rather than going through
the application process

680
00:30:19,250 --> 00:30:21,590
and waiting to hear back
to set up an interview.

681
00:30:21,590 --> 00:30:23,980
And so it was really streamlining us

682
00:30:23,980 --> 00:30:25,373
directly to the interview.

683
00:30:26,220 --> 00:30:28,460
So that is what Hiring Events is,

684
00:30:28,460 --> 00:30:30,560
sorry for not defining that ahead of time.

685
00:30:31,800 --> 00:30:35,490
And so we still had a
lot of learning to do.

686
00:30:35,490 --> 00:30:36,840
I think even when you see products

687

00:30:36,840 --> 00:30:38,060
that have a lot of momentum,

688
00:30:38,060 --> 00:30:39,670
there's still a lot of work to be done.

689
00:30:39,670 --> 00:30:42,840
I know that team is still adapting

690
00:30:42,840 --> 00:30:46,130
a lot to the new circumstances
with the pandemic.

691
00:30:46,130 --> 00:30:48,040
And at the time that I had worked on it,

692
00:30:48,040 --> 00:30:50,880
I was focused on how
do we better understand

693
00:30:50,880 --> 00:30:52,470
how these events are happening?

694
00:30:52,470 --> 00:30:56,540
And how can we at Indeed
even be more involved

695
00:30:56,540 --> 00:30:58,170
with not just sending
people to these events,

696
00:30:58,170 --> 00:31:01,500
but helping them manage
these events, creating,

697
00:31:01,500 --> 00:31:03,390
or at the time there was a sign-in tool,

698
00:31:03,390 --> 00:31:04,840

building on top of that sign-in tool

699

00:31:04,840 --> 00:31:05,920

to make it more compelling

700

00:31:05,920 --> 00:31:07,430

so we knew who was getting interviewed,

701

00:31:07,430 --> 00:31:09,380

we knew who to follow up with?

702

00:31:09,380 --> 00:31:13,210

And so ran a lot of
experiments in that space

703

00:31:13,210 --> 00:31:17,570

and just trying to learn
how we can even continue

704

00:31:17,570 --> 00:31:21,097

to grow and evolve this
product and not just say,

705

00:31:21,097 --> 00:31:22,617

"Awesome, there's a lot of adoption.

706

00:31:22,617 --> 00:31:24,327

"We're getting in a lot of revenue.

707

00:31:24,327 --> 00:31:25,427

"There's a lot of traction.

708

00:31:25,427 --> 00:31:27,137

"We've done a great job.

709

00:31:27,137 --> 00:31:29,960

"And so this is the
product as it exists now."

710
00:31:29,960 --> 00:31:33,180
And because I think that team
has done such a great job

711
00:31:33,180 --> 00:31:35,650
with learning how to
continuously evolve and adapt,

712
00:31:35,650 --> 00:31:37,950
they moved so quickly
when this pandemic hit

713
00:31:37,950 --> 00:31:41,880
to spin it around and turn it
into virtual Hiring Events.

714
00:31:41,880 --> 00:31:45,170
And I think that's a very
extreme but still necessary

715
00:31:45,170 --> 00:31:49,610
case of, you have to evolve
and not just get comfortable

716
00:31:49,610 --> 00:31:51,220
with where you're at,

717
00:31:51,220 --> 00:31:54,360
but recognize you'll need
to continuously adapt.

718
00:31:54,360 --> 00:31:56,850
And I think that's why Hiring Events

719
00:31:56,850 --> 00:31:59,803
is continuing to do so
well, even in this pandemic.

720
00:32:00,970 --> 00:32:05,280

- Yeah, so we had a Ryan Arroyo on an earlier episode

721
00:32:05,280 --> 00:32:07,780
talking about that transition,

722
00:32:07,780 --> 00:32:10,130
and it has been really amazing to see

723
00:32:10,130 --> 00:32:11,740
how just by doing this work

724
00:32:11,740 --> 00:32:14,990
and focusing on getting people to show up

725
00:32:14,990 --> 00:32:18,770
at an actual specific agreed upon time,

726
00:32:18,770 --> 00:32:21,900
and then have a conversation
with another person,

727
00:32:21,900 --> 00:32:24,240
there's a huge amount of
work that went from going

728
00:32:24,240 --> 00:32:26,760
just getting people to apply to jobs,

729
00:32:26,760 --> 00:32:28,097
to actually getting to show up.

730
00:32:28,097 --> 00:32:30,820
And it's opened up this
huge set of opportunities,

731
00:32:30,820 --> 00:32:32,930
and Hiring Events is one
of the fastest growing

732

00:32:32,930 --> 00:32:35,010
new products at Indeed over
the last couple of years,

733

00:32:35,010 --> 00:32:38,010
and Virtual Hiring Events
has been truly amazing

734

00:32:38,010 --> 00:32:40,370
in terms of what we can do to actually

735

00:32:40,370 --> 00:32:42,493
bring people together on our platform.

736

00:32:43,800 --> 00:32:48,330
It's another great example
of that type of project

737

00:32:48,330 --> 00:32:50,130
that I mentioned before that I love.

738

00:32:51,060 --> 00:32:52,100
The idea for Hiring Events

739

00:32:52,100 --> 00:32:54,780
has been around for at least 10 years

740

00:32:54,780 --> 00:32:56,500
I've been hearing people
talking about this,

741

00:32:56,500 --> 00:33:01,290
and to me, it always seemed
like, eh, not such a big deal,

742

00:33:01,290 --> 00:33:05,170
and Ryan, and then
especially Naveed's passion

743
00:33:05,170 --> 00:33:07,270
about getting this project off the ground,

744
00:33:08,260 --> 00:33:10,040
we bet on that passion and the idea,

745
00:33:10,040 --> 00:33:13,540
and it turned out to be such
a tremendous opportunity.

746
00:33:13,540 --> 00:33:17,257
And I love when the
best ideas are the ones

747
00:33:17,257 --> 00:33:20,300
that I have no idea how good they are

748
00:33:20,300 --> 00:33:23,533
and that we were willing
to take a bet on that.

749
00:33:24,660 --> 00:33:26,490
So after Hiring Events you moved on,

750
00:33:26,490 --> 00:33:28,420
and that that team is still going,

751
00:33:28,420 --> 00:33:30,490
and that's one of the
examples from the Incubator

752
00:33:30,490 --> 00:33:33,720
that ended up getting acquired
by our Enterprise team

753
00:33:33,720 --> 00:33:35,520
and is now a real product

754
00:33:35,520 --> 00:33:38,420
with quite a significant investment in it.

755
00:33:38,420 --> 00:33:39,417
You went to go work on something new,

756
00:33:39,417 --> 00:33:44,360
and you mentioned this before,
working on Text to Apply.

757
00:33:44,360 --> 00:33:46,840
Talk a little bit about
where that idea came from

758
00:33:46,840 --> 00:33:50,920
and what Text to Apply
is and where that went.

759
00:33:50,920 --> 00:33:52,740
– Another reason why I love
working on the Incubator

760
00:33:52,740 --> 00:33:55,537
is that I've been on
the team for three years

761
00:33:55,537 --> 00:33:58,390
and I've gotten to work on
vastly different things.

762
00:33:58,390 --> 00:34:01,160
And so, I worked on
Crowd and Hiring Events

763
00:34:01,160 --> 00:34:04,190
where these products, when I
had joined, had already existed

764
00:34:04,190 --> 00:34:07,610

and had various things
that was already proven

765

00:34:07,610 --> 00:34:10,260
to get to the point that they were at.

766

00:34:10,260 --> 00:34:12,310
Text to Apply was cool for me

767

00:34:12,310 --> 00:34:14,880
because we were building
from the ground up

768

00:34:14,880 --> 00:34:17,623
in this really different space

769

00:34:17,623 --> 00:34:21,030
than what I think Indeed
is used to being in.

770

00:34:21,030 --> 00:34:24,340
And so starting with the
idea, that came from,

771

00:34:24,340 --> 00:34:27,020
I know I mentioned
earlier, this amazing woman

772

00:34:27,020 --> 00:34:29,790
who came from Sales,
and she's been at Indeed

773

00:34:29,790 --> 00:34:32,170
for I think about five
years now, Brittany,

774

00:34:32,170 --> 00:34:37,170
and she pitched this idea
to the executive team

775
00:34:38,360 --> 00:34:40,420
and it got funded.

776
00:34:40,420 --> 00:34:45,420
And so it started, I believe
in July of last year,

777
00:34:47,210 --> 00:34:51,180
so it's a little over a year old now,

778
00:34:51,180 --> 00:34:52,090
or it might've been April,

779
00:34:52,090 --> 00:34:54,640
but it's kind of what it sounds like,

780
00:34:54,640 --> 00:34:57,670
which is basically you have the ability

781
00:34:57,670 --> 00:35:01,070
to use SMS to apply to a job.

782
00:35:01,070 --> 00:35:05,510
And Brittany got this idea
because she, working in SSales,

783
00:35:05,510 --> 00:35:08,040
heard from a lot of her clients

784
00:35:08,040 --> 00:35:09,430
that they wanted something like this

785
00:35:09,430 --> 00:35:11,330
or that they even assumed Indeed,

786
00:35:11,330 --> 00:35:13,960
given its size, had something like this,

787

00:35:13,960 --> 00:35:15,530

'cause there's other
products on the market

788

00:35:15,530 --> 00:35:17,800

where some form of this exists.

789

00:35:17,800 --> 00:35:20,197

And so they were coming to her saying,

790

00:35:20,197 --> 00:35:23,317

"Hey, do you have something
like a text application?"

791

00:35:23,317 --> 00:35:26,120

"We want to put up signs in our stores."

792

00:35:26,120 --> 00:35:30,520

And we didn't, so that's
where the idea was born.

793

00:35:30,520 --> 00:35:32,150

And I think another great example

794

00:35:32,150 --> 00:35:34,300

of where you have all
these different people

795

00:35:34,300 --> 00:35:36,710

that work in these different
areas across the company,

796

00:35:36,710 --> 00:35:39,280

just see problems that
we don't necessarily see,

797

00:35:39,280 --> 00:35:43,420

and here there was the
solution that clients wanted.

798

00:35:43,420 --> 00:35:48,420

And so we had such a fun time,
actually, starting it off

799

00:35:49,260 --> 00:35:52,640

because we were truly very, very scrappy.

800

00:35:52,640 --> 00:35:54,820

Our first three months of funding,

801

00:35:54,820 --> 00:35:56,490

we knew we had to move quickly.

802

00:35:56,490 --> 00:35:58,580

There were various obstacles
that we had to face,

803

00:35:58,580 --> 00:36:03,310

the first being that texting,
while not new to Indeed,

804

00:36:03,310 --> 00:36:05,790

we had various text notifications,

805

00:36:05,790 --> 00:36:07,660

two-factor authentication in place,

806

00:36:07,660 --> 00:36:08,930

the idea that there would be

807

00:36:08,930 --> 00:36:12,130

this back and forth
text message interaction

808

00:36:12,130 --> 00:36:17,130

that led to an apply was a
really scary thing for legal,

809

00:36:17,790 --> 00:36:20,210
given that each text infraction

810

00:36:20,210 --> 00:36:23,080
could cost us \$500 per infraction.

811

00:36:23,080 --> 00:36:26,800
And so our first thing was, okay,

812

00:36:26,800 --> 00:36:29,700
what can we do as we
continue to work with legal

813

00:36:29,700 --> 00:36:31,660
to get to a point where
we can get this product

814

00:36:31,660 --> 00:36:34,400
where they feel comfortable
having us roll out with it?

815

00:36:34,400 --> 00:36:37,940
What can we do quickly
in our first few weeks,

816

00:36:37,940 --> 00:36:39,860
so we can have something that's out there

817

00:36:39,860 --> 00:36:42,480
so we can just even figure out if anyone

818

00:36:42,480 --> 00:36:46,980
is going to text a phone
number with a keyword

819

00:36:46,980 --> 00:36:48,527
and see if they're like,
we're telling them,

820

00:36:48,527 --> 00:36:50,710

"Hey, you should apply to
this job by texting to it,"

821

00:36:50,710 --> 00:36:52,000

if that's even something that happens,

822

00:36:52,000 --> 00:36:55,440

'cause we had no idea and
no data around that at all.

823

00:36:55,440 --> 00:36:58,400

And so because we both live in Austin

824

00:36:58,400 --> 00:37:00,780

and she had a few clients in Austin

825

00:37:00,780 --> 00:37:02,283

who are willing to try it out,

826

00:37:03,190 --> 00:37:06,310

we roped some clients into
trying out this product for free,

827

00:37:06,310 --> 00:37:08,060

and we actually got some big names.

828

00:37:08,060 --> 00:37:10,900

We had Taco Cabana, we had Buc-ee's,

829

00:37:10,900 --> 00:37:13,370

which for those who are outside of Texas

830

00:37:13,370 --> 00:37:15,630

is this massive gas station chain

831

00:37:15,630 --> 00:37:18,870

that has almost a cult following in Texas.

832

00:37:18,870 --> 00:37:21,470

And so we had several
clients we were working with

833

00:37:21,470 --> 00:37:25,960

and we worked with a local
vendor to print signs.

834

00:37:25,960 --> 00:37:28,970

We actually drove around
to the different locations

835

00:37:28,970 --> 00:37:32,590

of the clients that we had
agreed to pilot this in Austin,

836

00:37:32,590 --> 00:37:34,970

and we put up the signs for them

837

00:37:35,830 --> 00:37:37,380

'cause we had learned in our first round

838

00:37:37,380 --> 00:37:39,270

that just dropping off
the signs was not going to

839

00:37:39,270 --> 00:37:40,410

get them up in a timely manner.

840

00:37:40,410 --> 00:37:42,720

And we had three months to work on this.

841

00:37:42,720 --> 00:37:44,370

We needed data fast.

842

00:37:44,370 --> 00:37:46,310

And then while legal was working on

843

00:37:46,310 --> 00:37:48,900
figuring out what is
the most effective way

844

00:37:48,900 --> 00:37:49,890
and the safest way that we could

845

00:37:49,890 --> 00:37:51,390
send more than one text message,

846

00:37:51,390 --> 00:37:54,647
we said, "Let's just
implement a version of this

847

00:37:54,647 --> 00:37:57,740
"where they text it and then
they get a link to the job."

848

00:37:57,740 --> 00:38:01,430
That's actually a huge thing in where

849

00:38:01,430 --> 00:38:04,840
a lot of other Text to
Apply-like products that exist,

850

00:38:04,840 --> 00:38:06,120
it's just a link to the job,

851

00:38:06,120 --> 00:38:07,050
and then you click on the link,

852

00:38:07,050 --> 00:38:09,660
and then you go through
the job application.

853

00:38:09,660 --> 00:38:10,750
So that's where we started,

854

00:38:10,750 --> 00:38:12,660
'cause we just wanted to
know if people would text.

855
00:38:12,660 --> 00:38:16,290
And I remember we were very
eagerly watching the dashboard

856
00:38:16,290 --> 00:38:19,030
when we had first put up
the signs and celebrating

857
00:38:19,030 --> 00:38:21,680
when we saw that there were
text messages rolling in.

858
00:38:22,550 --> 00:38:25,440
And I just love that story because

859
00:38:25,440 --> 00:38:27,410
we think about Indeed
as this massive company

860
00:38:27,410 --> 00:38:30,970
and here we are just two
people running around

861
00:38:30,970 --> 00:38:34,620
getting signs up in Austin
and kind of being scrappy

862
00:38:34,620 --> 00:38:36,460
and being able to do that on Incubator

863
00:38:36,460 --> 00:38:37,740
and having that freedom.

864
00:38:37,740 --> 00:38:38,660
It was so much fun.

865

00:38:38,660 --> 00:38:41,850

And so we learned a lot
in the first three months.

866

00:38:41,850 --> 00:38:44,030

We learned people are willing to text.

867

00:38:44,030 --> 00:38:47,620

Once we were able to get a
back and forth flow going,

868

00:38:47,620 --> 00:38:50,550

we learned that people
are far more willing

869

00:38:50,550 --> 00:38:55,340

to apply to a job if they
can do the full application

870

00:38:55,340 --> 00:38:57,090

over text when they start it over text.

871

00:38:57,090 --> 00:39:01,070

We had completion rates
of like 80% at that time.

872

00:39:01,070 --> 00:39:03,137

And I remember you saying,

873

00:39:03,137 --> 00:39:06,990

"You don't see those types of
completion rates anywhere."

874

00:39:06,990 --> 00:39:09,630

So it was cool to see that
people were willing to do that.

875

00:39:09,630 --> 00:39:12,260

And we took that risk.

876

00:39:12,260 --> 00:39:13,597

It was three months of,

877

00:39:13,597 --> 00:39:16,640

"Who knows if anyone is
actually going to use this,"

878

00:39:16,640 --> 00:39:18,050

when we put out signs in the world,

879

00:39:18,050 --> 00:39:21,927

to, "Yeah, people will, and
so let's get some more funding

880

00:39:21,927 --> 00:39:24,177

"and figure out where
else we can take this."

881

00:39:25,980 --> 00:39:29,620

- Yeah, no, it's been a
really amazing journey.

882

00:39:29,620 --> 00:39:31,560

And in particular, as you said,

883

00:39:31,560 --> 00:39:35,070

having someone involved from the start

884

00:39:35,070 --> 00:39:37,993

who represents the client
side of the business,

885

00:39:38,923 --> 00:39:41,370

Brittany had a very
different kind of insight

886

00:39:41,370 --> 00:39:43,910

than a typical product manager would.

887

00:39:43,910 --> 00:39:48,380

And so she was actually able
to lead the Innovation there

888

00:39:48,380 --> 00:39:49,930

in a very different way.

889

00:39:49,930 --> 00:39:54,700

Then COVID hits and Indeed
as a whole takes a step back,

890

00:39:54,700 --> 00:39:57,950

and we're looking at everything
that we're doing and saying,

891

00:39:57,950 --> 00:39:59,550

and that's actually where the genesis

892

00:39:59,550 --> 00:40:02,550

of the title of this
podcast here, Here to Help,

893

00:40:02,550 --> 00:40:04,870

like what can we do to help right now?

894

00:40:04,870 --> 00:40:07,720

And so we took a bunch of different teams,

895

00:40:07,720 --> 00:40:08,960

and the Incubator was one of them,

896

00:40:08,960 --> 00:40:13,077

and said, "Hey, let's put as
many hands on deck as we can

897

00:40:13,077 --> 00:40:16,910

"to helping out right now
with what people need."

898

00:40:16,910 --> 00:40:19,330
And so you ended up working on

899

00:40:19,330 --> 00:40:21,150
jumping very quickly to
work on something new.

900

00:40:21,150 --> 00:40:23,320
Can you explain a little
bit about that project?

901

00:40:23,320 --> 00:40:28,000
- Yeah, and I think
that's where having teams

902

00:40:28,960 --> 00:40:31,090
that are set up to pivot very quickly

903

00:40:31,090 --> 00:40:32,090
and build stuff very quickly

904

00:40:32,090 --> 00:40:34,550
was very beneficial for us as Indeed

905

00:40:34,550 --> 00:40:36,520
in being able to spin
something out that could help.

906

00:40:36,520 --> 00:40:39,287
So the pandemic hit and we said,

907

00:40:39,287 --> 00:40:41,580
"Let's pause a lot of the products

908

00:40:43,162 --> 00:40:46,027
"and figure out what can we build

909

00:40:46,027 --> 00:40:48,320
"to address some of the
issues that were happening."

910
00:40:48,320 --> 00:40:51,650
And one of the things that we had seen

911
00:40:51,650 --> 00:40:56,150
was there were a lot of
companies out there on their own

912
00:40:56,150 --> 00:40:58,610
trying to figure out how
can they help the employees

913
00:40:58,610 --> 00:41:00,670
that they were having
to furlough or layoff.

914
00:41:00,670 --> 00:41:04,410
And one of the things that was
coming up pretty consistently

915
00:41:04,410 --> 00:41:07,607
was they were building these
landing pages and saying,

916
00:41:07,607 --> 00:41:10,297
"Hey, we communicated with
these different employers

917
00:41:10,297 --> 00:41:13,513
"and said, 'You have the opportunity

918
00:41:13,513 --> 00:41:16,607
"to have a fast tracked
application with them,'

919
00:41:16,607 --> 00:41:19,847
"so here is the link to all

of these different employers

920

00:41:19,847 --> 00:41:23,398
"who are willing to work with
you because you came from,

921

00:41:23,398 --> 00:41:25,720
"I'm going to use the example
of Cheesecake Factory."

922

00:41:25,720 --> 00:41:29,540
And then they also just
listed all of the other jobs

923

00:41:29,540 --> 00:41:30,990
that they knew were hiring.

924

00:41:30,990 --> 00:41:34,350
And we were seeing that and we thought

925

00:41:34,350 --> 00:41:37,810
we are Indeed, we have all of the jobs,

926

00:41:37,810 --> 00:41:42,490
we have the teams that can
spin this up very quickly,

927

00:41:42,490 --> 00:41:44,520
and especially also for employers

928

00:41:44,520 --> 00:41:47,300
who don't have the resources
to create those pages.

929

00:41:47,300 --> 00:41:50,810
And so from the time that
we started working from home

930

00:41:50,810 --> 00:41:55,640

and chose to pause a lot of the existing Incubator products,

931

00:41:55,640 --> 00:41:59,520
we spun up a team of various engineers and product managers

932

00:41:59,520 --> 00:42:02,950
and we built out these co-branded landing pages

933

00:42:02,950 --> 00:42:04,870
and we called it Indeed Next.

934

00:42:04,870 --> 00:42:07,960
And these gave employers the opportunity

935

00:42:07,960 --> 00:42:10,500
to essentially have a landing page

936

00:42:10,500 --> 00:42:12,010
within a matter of minutes

937

00:42:12,010 --> 00:42:15,720
where we would show jobs that were hiring in their area.

938

00:42:15,720 --> 00:42:17,900
If they already had formed partnerships

939

00:42:17,900 --> 00:42:18,877
with existing employers,

940

00:42:18,877 --> 00:42:21,470
we had the ability to link to those.

941

00:42:21,470 --> 00:42:25,690
It gave them the ability to customize a company message

942
00:42:25,690 --> 00:42:27,220
if there was information that they wanted

943
00:42:27,220 --> 00:42:29,350
to relay to their employees.

944
00:42:29,350 --> 00:42:34,350
And we also had the ability
for a lot of the employers

945
00:42:35,390 --> 00:42:38,470
that were furloughing to
turn on the notification

946
00:42:38,470 --> 00:42:41,870
so that anyone who used this platform

947
00:42:41,870 --> 00:42:45,010
to try to find another job
while they were waiting

948
00:42:45,010 --> 00:42:47,300
for things to get to a state

949
00:42:47,300 --> 00:42:48,480
where they could start hiring back,

950
00:42:48,480 --> 00:42:50,330
that we would send out those notifications

951
00:42:50,330 --> 00:42:52,150
on behalf of the employers.

952
00:42:52,150 --> 00:42:54,910
And so it was really cool to see.

953
00:42:54,910 --> 00:42:56,500

I mean, this came to life within

954

00:42:56,500 --> 00:43:00,187

I think two weeks of us, two
or three weeks of us saying,

955

00:43:00,187 --> 00:43:01,157

"We need to do something,

956

00:43:01,157 --> 00:43:03,867

"and let's take this thing
that's already happening

957

00:43:03,867 --> 00:43:05,230

"and spin this up."

958

00:43:05,230 --> 00:43:09,210

And then since then products
have started spinning back up,

959

00:43:09,210 --> 00:43:12,180

but I've been working for
the last couple months

960

00:43:12,180 --> 00:43:14,520

on the evolution of
that, which is focusing

961

00:43:14,520 --> 00:43:17,960

on what are the other types of
services that we can provide?

962

00:43:17,960 --> 00:43:20,370

In addition to just showing
them what jobs are available,

963

00:43:20,370 --> 00:43:22,450

what are the things that we
can do to help the job seekers

964

00:43:22,450 --> 00:43:23,800
that are in this process,

965

00:43:23,800 --> 00:43:25,320
and what are the things
that they're going through

966

00:43:25,320 --> 00:43:28,740
that might be unique to their situation?

967

00:43:28,740 --> 00:43:31,960
And there's this other
great team at Indeed

968

00:43:31,960 --> 00:43:34,940
that is run by the product
manager, Emily Gipple,

969

00:43:34,940 --> 00:43:39,440
and she created this product
that allows job seekers

970

00:43:39,440 --> 00:43:41,920
to have their resume
reviewed by career coaches.

971

00:43:41,920 --> 00:43:43,110
And that was a really cool thing

972

00:43:43,110 --> 00:43:47,370
we were also able to leverage
to give to these job seekers

973

00:43:47,370 --> 00:43:50,100
where we subsidize the cost
for a lot of the job seekers

974

00:43:50,100 --> 00:43:53,340
that were impacted and

taking it another step

975

00:43:53,340 --> 00:43:55,597
and not just saying, "Here are
the jobs that are available

976

00:43:55,597 --> 00:43:57,557
"and that are still hiring,
but let's also help you

977

00:43:57,557 --> 00:43:59,527
"get your resume in better shape

978

00:43:59,527 --> 00:44:01,997
"so you can apply to these
jobs more confidently."

979

00:44:03,510 --> 00:44:04,860
- That's great.

980

00:44:04,860 --> 00:44:08,239
So we're running a little long.

981

00:44:08,239 --> 00:44:10,980
I could talk about this stuff all day.

982

00:44:10,980 --> 00:44:13,360
But a couple of the topics
I wanted to get through

983

00:44:13,360 --> 00:44:16,230
before we wrap up here, one,

984

00:44:16,230 --> 00:44:17,700
the intro I kind of of talked about

985

00:44:17,700 --> 00:44:19,240
the different values that we have

986
00:44:19,240 --> 00:44:20,740
and how they're all interrelated,

987
00:44:20,740 --> 00:44:21,720
so can you talk a little bit,

988
00:44:21,720 --> 00:44:23,890
you've mentioned data quite a bit,

989
00:44:23,890 --> 00:44:28,040
but how the value of
Innovation really works

990
00:44:28,040 --> 00:44:30,430
with our value of being Data Driven?

991
00:44:30,430 --> 00:44:33,300
- Yeah, I mean, so much of what

992
00:44:33,300 --> 00:44:35,470
we've been doing on Incubator

993
00:44:35,470 --> 00:44:37,870
and what a lot of products at Indeed do

994
00:44:37,870 --> 00:44:41,050
is we form these hypotheses around,

995
00:44:41,050 --> 00:44:44,970
okay, we think that this
will drive XYZ value

996
00:44:46,823 --> 00:44:49,880
as a feature or on Incubator
as a whole product,

997
00:44:49,880 --> 00:44:52,800
we think it'll drive this value at Indeed.

998

00:44:52,800 --> 00:44:55,570
But none of that means anything

999

00:44:55,570 --> 00:44:59,810
if we don't have the data to
then back up those hypothesis

1000

00:44:59,810 --> 00:45:04,050
and confirm or reject those hypotheses.

1001

00:45:04,050 --> 00:45:06,830
And so data is such a massive part

1002

00:45:06,830 --> 00:45:09,040
of driving those decisions,

1003

00:45:09,040 --> 00:45:11,760
because then we're able
to know whether or not

1004

00:45:11,760 --> 00:45:13,840
it's something we should
continue to work on,

1005

00:45:13,840 --> 00:45:17,270
whether or not it is
creating enough impact

1006

00:45:17,270 --> 00:45:21,050
to justify the resources and
the people involved on it.

1007

00:45:21,050 --> 00:45:24,060
So it's a critical part of it

1008

00:45:24,060 --> 00:45:26,660
and everything that we're doing,

1009
00:45:26,660 --> 00:45:27,647
we're basically saying,

1010
00:45:27,647 --> 00:45:29,257
"I don't know, let's test it

1011
00:45:29,257 --> 00:45:31,190
"and then let's figure out
what to do from there."

1012
00:45:31,190 --> 00:45:35,590
- So when you think
about this whole concept

1013
00:45:35,590 --> 00:45:36,423
that we've been talking about,

1014
00:45:36,423 --> 00:45:38,040
about Innovation and what it means,

1015
00:45:38,040 --> 00:45:40,462
and how we've kind of systematized it,

1016
00:45:40,462 --> 00:45:43,990
and how we think about it
here, how has that changed

1017
00:45:43,990 --> 00:45:47,063
how you think about your
own personal career?

1018
00:45:48,220 --> 00:45:50,107
- Yeah, I've learned how to get

1019
00:45:50,107 --> 00:45:52,330
really, really comfortable with failure

1020
00:45:52,330 --> 00:45:57,270

and almost reframing or
rebranding the term failure

1021

00:45:57,270 --> 00:46:00,640
into something that's
actually really positive,

1022

00:46:00,640 --> 00:46:04,530
because if we're taking all
the steps of taking the risks,

1023

00:46:04,530 --> 00:46:05,940
using data to understand

1024

00:46:07,100 --> 00:46:08,540
what were the outcomes of those risks,

1025

00:46:08,540 --> 00:46:10,670
and deciding whether or
not we should proceed,

1026

00:46:10,670 --> 00:46:13,100
the failures are actually very valuable.

1027

00:46:13,100 --> 00:46:15,700
And before joining Indeed,
that was not something

1028

00:46:15,700 --> 00:46:17,280
I was comfortable with at all.

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00:46:17,280 --> 00:46:19,880
That was not something in my repertoire.

1030

00:46:19,880 --> 00:46:22,550
I could not wrap my head
around the idea that

1031

00:46:22,550 --> 00:46:25,390

not only should I be okay
with things not working out,

1032

00:46:25,390 --> 00:46:28,520
but I should be excited, even,
when things don't work out.

1033

00:46:28,520 --> 00:46:33,520
And that's been a huge part of how working

1034

00:46:33,890 --> 00:46:36,840
in something that are
so focused on Innovation

1035

00:46:36,840 --> 00:46:39,090
has changed how I perceive a lot of things

1036

00:46:39,090 --> 00:46:42,390
in both my career and also
in my day to day life.

1037

00:46:42,390 --> 00:46:46,670
- So in the last episode
we had Julie Scully on

1038

00:46:46,670 --> 00:46:48,920
and we were talking about
the Data Driven value,

1039

00:46:48,920 --> 00:46:51,150
and one of the things
that Julie pointed out

1040

00:46:51,150 --> 00:46:54,710
was that unlike putting Job Seekers First

1041

00:46:54,710 --> 00:46:58,530
or Pay for Performance,
which are to some degree

1042
00:46:58,530 --> 00:47:01,920
clearly centered around our products,

1043
00:47:01,920 --> 00:47:03,780
and there's some people
in the organization

1044
00:47:03,780 --> 00:47:05,840
who might not be able to think

1045
00:47:05,840 --> 00:47:08,693
every single day about how
do I put Job Seekers First,

1046
00:47:10,010 --> 00:47:11,090
that being Data Driven is something

1047
00:47:11,090 --> 00:47:12,790
that everyone in the company can do.

1048
00:47:12,790 --> 00:47:14,560
And Innovation, we've been talking

1049
00:47:14,560 --> 00:47:16,670
this whole time so far about our products,

1050
00:47:16,670 --> 00:47:18,020
but it really is how we think

1051
00:47:18,020 --> 00:47:19,151
about the businesses as a whole.

1052
00:47:19,151 --> 00:47:21,580
How can we continuously improve?

1053
00:47:21,580 --> 00:47:24,460
So how do you think about how anyone

1054

00:47:24,460 --> 00:47:28,240
in any role anywhere can
sort of live this value?

1055

00:47:28,240 --> 00:47:29,680
- Yeah, definitely.

1056

00:47:29,680 --> 00:47:31,100
So I think one of the first things

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00:47:31,100 --> 00:47:35,550
is just being willing to
experiment and try new things.

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00:47:35,550 --> 00:47:38,590
But then when you're experimenting
and trying something new

1059

00:47:38,590 --> 00:47:40,710
that you think you have
an interesting hypothesis,

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00:47:40,710 --> 00:47:45,050
whether that's related to
something that's product specific

1061

00:47:45,050 --> 00:47:49,000
or whatever it is you're
trying to work on in your role,

1062

00:47:49,000 --> 00:47:51,380
also don't be married
to that specific idea,

1063

00:47:51,380 --> 00:47:53,570
that specific solution.

1064

00:47:53,570 --> 00:47:56,220
Work on gathering data,

whether it's quantitative,

1065

00:47:56,220 --> 00:47:59,050

whether you can have numbers
to it, or qualitative,

1066

00:47:59,050 --> 00:48:01,520

like even a few pieces of feedback

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00:48:02,530 --> 00:48:05,060

from various people that you're impacting

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00:48:05,060 --> 00:48:08,230

and decide whether or
not you should continue

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00:48:08,230 --> 00:48:09,910

working on the new thing
that you're trying,

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00:48:09,910 --> 00:48:11,290

or if you should adapt and pivot,

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00:48:11,290 --> 00:48:13,250

or just stop from it altogether.

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00:48:13,250 --> 00:48:16,070

And then also, as I've said
numerous times already,

1073

00:48:16,070 --> 00:48:18,850

just being comfortable
when things don't work out

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00:48:18,850 --> 00:48:23,470

and embrace that failure,
'cause it's a huge part

1075

00:48:23,470 --> 00:48:28,040

of taking risks and
learning these new things.

1076

00:48:28,040 --> 00:48:29,000
You don't know what you don't know,

1077

00:48:29,000 --> 00:48:31,550
or you don't know until you try it.

1078

00:48:31,550 --> 00:48:34,070
And so I think those are things

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00:48:34,070 --> 00:48:36,050
that are applicable everywhere

1080

00:48:36,050 --> 00:48:40,130
in all aspects of the
business at the company.

1081

00:48:40,130 --> 00:48:42,810
- To wrap up, the way
we normally wrap up here

1082

00:48:42,810 --> 00:48:46,740
is actually to look
briefly kind of forward.

1083

00:48:46,740 --> 00:48:48,400
Especially over the last six months,

1084

00:48:48,400 --> 00:48:51,320
there's been just incredible
upheaval and challenge,

1085

00:48:51,320 --> 00:48:53,810
and everyone is obviously looking forward

1086

00:48:53,810 --> 00:48:58,173
to some return to whatever

normalcy might look like.

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00:48:59,170 --> 00:49:01,370

But you mentioned at the very start

1088

00:49:01,370 --> 00:49:03,650

about this drive-in comedy show.

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00:49:03,650 --> 00:49:06,900

Are there other things that
you've been able to experience

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00:49:06,900 --> 00:49:11,070

that have given you some kind
of optimism for the future?

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00:49:11,070 --> 00:49:13,240

- Oh yeah, absolutely.

1092

00:49:13,240 --> 00:49:16,340

I got to know this woman back in January

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00:49:16,340 --> 00:49:18,390

from taking her dance classes,

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00:49:18,390 --> 00:49:20,000

she runs a small business in Austin

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00:49:20,000 --> 00:49:23,130

where people sign up to take dance classes

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00:49:23,130 --> 00:49:25,530

and she runs performances, too.

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00:49:25,530 --> 00:49:29,640

And obviously that's been
entirely impacted by the pandemic.

1098

00:49:29,640 --> 00:49:33,210
There's no way that she can gather people

1099
00:49:33,210 --> 00:49:36,090
in a room together to do these dances.

1100
00:49:36,090 --> 00:49:39,910
And so the last few months
I've been working with her

1101
00:49:39,910 --> 00:49:41,383
on taking things virtual,

1102
00:49:42,342 --> 00:49:47,280
so she is running everything
online, dance classes online,

1103
00:49:47,280 --> 00:49:49,460
even doing a virtual music video series.

1104
00:49:49,460 --> 00:49:52,760
And she doesn't have a
tech background at all,

1105
00:49:52,760 --> 00:49:55,040
so this has been a huge
undertaking for her,

1106
00:49:55,040 --> 00:49:56,400
something that was very intimidating,

1107
00:49:56,400 --> 00:49:58,780
but I think she definitely has embodied

1108
00:49:58,780 --> 00:50:00,960
a lot of things that we
talked about earlier.

1109
00:50:00,960 --> 00:50:03,527

And just willing to just say,

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00:50:03,527 --> 00:50:05,767

"No more in-person classes
for the rest of the year,

1111

00:50:05,767 --> 00:50:08,487

"I'm going virtual, I want to try and get

1112

00:50:08,487 --> 00:50:11,267

"this community together and recreate

1113

00:50:11,267 --> 00:50:15,587

"all of the feelings of
bonding and movement,

1114

00:50:15,587 --> 00:50:17,380

"but doing it online,"

1115

00:50:17,380 --> 00:50:20,220

and she's trying a lot
of different things,

1116

00:50:20,220 --> 00:50:21,960

and not everything is working out,

1117

00:50:21,960 --> 00:50:23,780

but then she'll just take on that feedback

1118

00:50:23,780 --> 00:50:24,680

and adapt and pivot,

1119

00:50:24,680 --> 00:50:27,570

and it's really turned out
to be this really cool thing,

1120

00:50:27,570 --> 00:50:29,640

and to be able to watch from the sidelines

1121

00:50:29,640 --> 00:50:33,420
and work with her on that I
think has inspired me a lot

1122

00:50:33,420 --> 00:50:34,700
and gives me a lot of hope

1123

00:50:34,700 --> 00:50:37,380
for a lot of the tenacity and grit

1124

00:50:37,380 --> 00:50:41,363
that we see in a lot of these
people that are impacted.

1125

00:50:42,830 --> 00:50:43,663
- That's wonderful.

1126

00:50:43,663 --> 00:50:45,830
Well, thank you so much, Connie,

1127

00:50:45,830 --> 00:50:48,260
for taking the time to talk today.

1128

00:50:48,260 --> 00:50:51,830
Thank you so much for
everything you do for Indeed

1129

00:50:51,830 --> 00:50:53,990
and for job seekers all over the world.

1130

00:50:53,990 --> 00:50:58,090
And I really, really
enjoyed this conversation,

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00:50:58,090 --> 00:50:59,350
so thanks again for joining me.

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00:50:59,350 --> 00:51:01,276

- Thanks Chris.

1133

00:51:01,276 --> 00:51:03,859

(upbeat music)