

1

00:00:00,334 --> 00:00:03,001  
(upbeat music)

2

00:00:06,290 --> 00:00:09,660  
- Hello, I am Chris Hyams,  
CEO of Indeed, and welcome

3

00:00:09,660 --> 00:00:12,460  
to the next installment of  
Here to Help, which is our

4

00:00:12,460 --> 00:00:14,340  
look at how Indeed has been navigating

5

00:00:14,340 --> 00:00:17,050  
the global impact of COVID-19.

6

00:00:17,050 --> 00:00:21,250  
Today is April 27th, we  
are on day 55 of our global

7

00:00:21,250 --> 00:00:24,120  
work from home and we  
started the series to share

8

00:00:24,120 --> 00:00:26,810  
our experiences of making that transition

9

00:00:26,810 --> 00:00:29,300  
and what we've learned along the way.

10

00:00:29,300 --> 00:00:31,830  
We've also started looking  
a little bit at what Indeed

11

00:00:31,830 --> 00:00:35,380  
is doing as a business to help  
our job seekers and employers

12

00:00:35,380 --> 00:00:38,500  
all over the world, so let's  
talk a little bit about

13

00:00:38,500 --> 00:00:41,250  
what we're doing right now  
today, I'm very excited

14

00:00:41,250 --> 00:00:43,970  
to be speaking with Diane  
Melchionne, who is our VP

15

00:00:43,970 --> 00:00:45,310  
of Client Success.

16

00:00:45,310 --> 00:00:46,700  
Diane, thanks for joining me.

17

00:00:46,700 --> 00:00:47,660  
- Thanks, Chris.

18

00:00:47,660 --> 00:00:50,100  
- So let's start off with  
really the first question

19

00:00:50,100 --> 00:00:52,450  
that I'm asking everyone  
these days when we talk.

20

00:00:52,450 --> 00:00:53,590  
How are you doing right now?

21

00:00:53,590 --> 00:00:55,700  
What's going on in your home?

22

00:00:55,700 --> 00:01:00,110  
- Sure, that's a, this morning,  
I would have appreciated

23

00:01:00,110 --> 00:01:03,100  
a few more minutes of  
sleep, my five month old son

24

00:01:03,100 --> 00:01:05,970  
is not sleeping through the  
night yet and so I was up

25

00:01:05,970 --> 00:01:08,060  
a few more times than usual last night

26

00:01:08,060 --> 00:01:10,820  
but coffee is my best friend.

27

00:01:10,820 --> 00:01:12,660  
But really, in all  
seriousness, I have to say

28

00:01:12,660 --> 00:01:14,680  
I'm doing well.

29

00:01:14,680 --> 00:01:18,810  
These days, I'm really taking  
the time to think about

30

00:01:18,810 --> 00:01:22,040  
all of the good in the world  
and how our communities

31

00:01:22,040 --> 00:01:25,600  
are really rallying  
together and coming together

32

00:01:25,600 --> 00:01:27,493  
on ways that they can help.

33

00:01:28,730 --> 00:01:31,390  
I've see neighbors reaching  
out to see if anybody

34

00:01:31,390 --> 00:01:35,040  
needs groceries in the  
neighborhood, or folks getting

35

00:01:35,040 --> 00:01:38,400  
really creative on how they  
can celebrate birthdays

36

00:01:38,400 --> 00:01:40,600  
and milestones from afar.

37

00:01:40,600 --> 00:01:44,130  
And I think the thing that  
hits home for me the most

38

00:01:44,130 --> 00:01:48,700  
is when I see folks clapping  
and cheering from their homes

39

00:01:48,700 --> 00:01:50,850  
to recognize our healthcare professionals

40

00:01:50,850 --> 00:01:52,470  
that are on the front lines.

41

00:01:52,470 --> 00:01:57,180  
My brother Danny is a respiratory  
therapist and his days are

42

00:01:57,180 --> 00:02:00,440  
currently made up of exclusively  
working with COVID patients

43

00:02:00,440 --> 00:02:01,823  
in the ICU right now.

44

00:02:02,840 --> 00:02:06,400  
So it's, as a proud sister,

it's really incredible to see

45

00:02:06,400 --> 00:02:10,570  
the recognition and support for  
these folks like my brother.

46

00:02:10,570 --> 00:02:12,770  
And so I think when you  
take a moment to think about

47

00:02:12,770 --> 00:02:15,750  
all the good in the world,  
the compassion of humanity,

48

00:02:15,750 --> 00:02:19,890  
it's really hard not to be good  
or be in a positive mindset.

49

00:02:19,890 --> 00:02:22,600  
So I try to focus on  
those things these days.

50

00:02:22,600 --> 00:02:24,250  
- Thanks for sharing that, Diane.

51

00:02:25,360 --> 00:02:28,160  
So let's start just with a  
little bit of your history.

52

00:02:28,160 --> 00:02:31,630  
You've been at Indeed, for a long time.

53

00:02:31,630 --> 00:02:34,060  
Why don't you tell us just  
a little bit about your time

54

00:02:34,060 --> 00:02:37,670  
at Indeed, and the roles that  
you've played along the way?

55

00:02:37,670 --> 00:02:41,190

- Sure, it has been a long  
time, but somehow it really

56

00:02:41,190 --> 00:02:43,530

doesn't feel like it's been that long.

57

00:02:43,530 --> 00:02:47,400

I started back in 2008, so 12 years ago.

58

00:02:47,400 --> 00:02:49,670

I think I've just been having  
so much fun along the way

59

00:02:49,670 --> 00:02:52,470

that time has escaped me, or I just have

60

00:02:52,470 --> 00:02:54,700

a really bad sense of time.

61

00:02:54,700 --> 00:02:56,800

I've been with my husband  
for 17 years, and I still

62

00:02:56,800 --> 00:03:00,240

feel like I just met him  
yesterday, so I don't know.

63

00:03:00,240 --> 00:03:03,830

But as you mentioned, I'm  
the VP of Client Success

64

00:03:03,830 --> 00:03:08,340

for our Americas today  
and I get to work with

65

00:03:08,340 --> 00:03:11,990

an incredibly passionate team of people

66  
00:03:11,990 --> 00:03:15,460  
who deliver exceptional  
and memorable experiences

67  
00:03:15,460 --> 00:03:16,940  
to our clients every day.

68  
00:03:16,940 --> 00:03:21,260  
And when I joined 12  
years ago, I joined as

69  
00:03:21,260 --> 00:03:25,560  
a Client Success specialist  
myself, who are, the reps that

70  
00:03:25,560 --> 00:03:28,380  
the majority of our team is made up of.

71  
00:03:28,380 --> 00:03:31,030  
After meeting one of our  
co founders, Paul Forster,

72  
00:03:31,030 --> 00:03:35,890  
in one of my college courses,  
and I initially joined

73  
00:03:35,890 --> 00:03:39,830  
to support our US ad agency  
business, so clients that

74  
00:03:39,830 --> 00:03:43,210  
were using, and working with  
recruitment advertisement

75  
00:03:43,210 --> 00:03:47,838  
agencies and buying or working  
with Indeed, through them,

76  
00:03:47,838 --> 00:03:50,120

those are clients I supported.

77

00:03:50,120 --> 00:03:54,320  
And as we continued to grow,  
I moved into management

78

00:03:54,320 --> 00:03:59,320  
and then in 2012, Indeed  
expanded internationally.

79

00:04:00,680 --> 00:04:04,460  
And so I moved abroad with  
our very own Santo Provenzano

80

00:04:04,460 --> 00:04:08,760  
and David Rudick to London  
and Dublin for about 18 months

81

00:04:08,760 --> 00:04:12,730  
to really help get our  
offices off the ground

82

00:04:12,730 --> 00:04:17,730  
and lay the groundwork for our  
Client Success teams there.

83

00:04:19,210 --> 00:04:24,210  
And then in late 2013, I  
moved home and I continued

84

00:04:24,380 --> 00:04:27,420  
to oversee our international  
teams for about another

85

00:04:27,420 --> 00:04:30,590  
four and a half years, we  
expanded and opened up offices

86

00:04:30,590 --> 00:04:32,250  
in APAC as well.

87

00:04:32,250 --> 00:04:36,300

And then in 2018, I  
shifted my focus back to

88

00:04:36,300 --> 00:04:38,710

our America side of the business.

89

00:04:38,710 --> 00:04:40,890

So it's been a wild ride, it's been great,

90

00:04:40,890 --> 00:04:45,220

and I tend to get the question  
a lot, why are you at Indeed?

91

00:04:45,220 --> 00:04:46,053

Why do you stay?

92

00:04:46,053 --> 00:04:47,100

What keeps you here?

93

00:04:47,100 --> 00:04:51,200

And when I reflect on it,  
I've really seen our company

94

00:04:51,200 --> 00:04:53,410

go through so many highs and lows,

95

00:04:53,410 --> 00:04:56,870

and in the toughest of days,  
I remember that we've always

96

00:04:56,870 --> 00:05:00,910

set our sights high, that we  
want to be and are the leader

97

00:05:00,910 --> 00:05:05,590

in helping people get jobs  
and because that mission

98

00:05:05,590 --> 00:05:08,750

is so incredibly powerful,  
I know that we're never

99

00:05:08,750 --> 00:05:12,200

going to stay in this tough day too long.

100

00:05:12,200 --> 00:05:16,150

It's these times that our  
mission really resonates with me

101

00:05:16,150 --> 00:05:19,500

the most and I couldn't  
really I couldn't think

102

00:05:19,500 --> 00:05:20,650

of being anywhere else.

103

00:05:21,690 --> 00:05:25,990

- You started in 2008,  
which was right when

104

00:05:27,069 --> 00:05:30,450

the last great financial crisis hit.

105

00:05:30,450 --> 00:05:34,660

Obviously, what we're dealing  
with today is unlike anything

106

00:05:34,660 --> 00:05:37,960

that most people have  
ever seen in our lifetime,

107

00:05:37,960 --> 00:05:40,320

it's more than just a financial crisis.

108

00:05:40,320 --> 00:05:45,320

But what did you see in terms of Indeed,

109

00:05:46,520 --> 00:05:50,660  
and how we were able to  
support our clients through

110

00:05:50,660 --> 00:05:53,250  
what was a significant  
economic downturn before

111

00:05:53,250 --> 00:05:57,270  
and how does that help you  
think about how to support

112

00:05:57,270 --> 00:05:58,270  
our clients today?

113

00:05:58,270 --> 00:06:00,920  
- When I joined, it was like  
you said, right in the middle

114

00:06:00,920 --> 00:06:05,920  
of the financial crisis, and  
there are a lot of things

115

00:06:07,010 --> 00:06:10,600  
that I try to pull from that  
experience in thinking about

116

00:06:10,600 --> 00:06:12,270  
how we work with our clients today.

117

00:06:12,270 --> 00:06:15,790  
And so, in 2008, there  
were a lot of companies

118

00:06:15,790 --> 00:06:20,110  
that had slowed or completely  
stopped their hiring,

119

00:06:20,110 --> 00:06:23,930  
similar to sort of what  
we're seeing today as well.

120  
00:06:23,930 --> 00:06:27,180  
And if clients were  
employers were still hiring,

121  
00:06:27,180 --> 00:06:29,900  
their budgets had been significantly cut

122  
00:06:29,900 --> 00:06:33,760  
so it was really imperative  
for them, for the success

123  
00:06:33,760 --> 00:06:36,030  
of their business, that they really adjust

124  
00:06:36,030 --> 00:06:39,540  
their recruitment strategy  
to get the most value

125  
00:06:39,540 --> 00:06:41,580  
from the sources that  
they were using to hire.

126  
00:06:41,580 --> 00:06:46,580  
And so Indeed has always had  
this pay for performance model.

127  
00:06:47,600 --> 00:06:51,540  
We want to make sure that  
our clients are getting value

128  
00:06:51,540 --> 00:06:56,540  
when they pay us and I think  
it was an incredibly appealing

129  
00:06:56,770 --> 00:07:01,210  
aspect to employers hiring

back in 2008 as so many of them

130

00:07:01,210 --> 00:07:03,670  
were used to working with  
traditional job boards

131

00:07:03,670 --> 00:07:07,470  
where they would pay to  
post a job on the job board

132

00:07:07,470 --> 00:07:11,270  
and they would have to pay even  
if that meant that they got

133

00:07:11,270 --> 00:07:14,270  
no applicants or worse, they  
weren't able to make their hire

134

00:07:15,360 --> 00:07:20,010  
and that vast contrast to  
Indeed, where we only charge

135

00:07:20,010 --> 00:07:23,980  
our clients when we send them  
applicants and candidates.

136

00:07:23,980 --> 00:07:27,610  
And so we also didn't have contracts then,

137

00:07:27,610 --> 00:07:29,950  
we still don't have contracts now.

138

00:07:29,950 --> 00:07:32,640  
And so people know, employers  
know, that they're not

139

00:07:32,640 --> 00:07:35,000  
locked in when they're working with us.

140

00:07:35,000 --> 00:07:38,150  
There's a lot of flexibility  
and I think comfort that comes

141  
00:07:38,150 --> 00:07:42,000  
for employers, when they know  
that they can really throttle

142  
00:07:42,000 --> 00:07:44,880  
their recruitment efforts on Indeed.

143  
00:07:44,880 --> 00:07:49,880  
And if they need to hire urgently  
and quickly and tomorrow,

144  
00:07:50,870 --> 00:07:52,420  
they can do that.

145  
00:07:52,420 --> 00:07:55,410  
If they have to pause hiring temporarily,

146  
00:07:55,410 --> 00:07:56,490  
they can also do that.

147  
00:07:56,490 --> 00:08:00,470  
They're not contracted to  
anything and so I think that

148  
00:08:00,470 --> 00:08:03,160  
that's something in  
2008 that really helped

149  
00:08:03,160 --> 00:08:05,723  
our employers then,  
that's also helping today.

150  
00:08:08,300 --> 00:08:12,780  
And I think it's these basics,  
ensuring that clients know

151

00:08:12,780 --> 00:08:15,190  
that they're not locked  
in, defining and really

152

00:08:15,190 --> 00:08:18,670  
understanding what their  
goals are at the forefront,

153

00:08:18,670 --> 00:08:21,300  
and then really doing everything  
that we can to help them

154

00:08:21,300 --> 00:08:26,300  
achieve those goals as cost  
effectively as possible,

155

00:08:26,490 --> 00:08:28,400  
that's what's going to work again today.

156

00:08:28,400 --> 00:08:31,250  
And so really pulling from  
that experience back then,

157

00:08:31,250 --> 00:08:34,170  
is something that I try  
to keep top of mind.

158

00:08:34,170 --> 00:08:39,170  
And then I also know that  
while hiring has slowed some,

159

00:08:39,190 --> 00:08:40,870  
it's going to come back again, like it did

160

00:08:40,870 --> 00:08:42,180  
after the last crisis.

161

00:08:42,180 --> 00:08:45,590  
And with that in mind, we're

doing things today that's going to

162

00:08:45,590 --> 00:08:48,410  
help our clients prepare  
to come out stronger

163

00:08:48,410 --> 00:08:50,460  
on the other end of this.

164

00:08:50,460 --> 00:08:53,900  
Things like talking to them  
about their employer brand,

165

00:08:53,900 --> 00:08:56,563  
and focusing on their company pages.

166

00:08:57,664 --> 00:09:00,050  
What content could they be updating?

167

00:09:00,050 --> 00:09:03,670  
Are they sharing their COVID-19 response?

168

00:09:03,670 --> 00:09:06,330  
How can they continue to  
engage with job seekers

169

00:09:06,330 --> 00:09:08,580  
during this time, even  
if they're not hiring?

170

00:09:09,933 --> 00:09:11,300  
These are things that  
we're focusing on now,

171

00:09:11,300 --> 00:09:16,010  
and again, driving home that  
message of establishing goals,

172

00:09:16,010 --> 00:09:19,430

tracking, analyzing results,  
and then really adjusting

173

00:09:19,430 --> 00:09:22,640  
strategy to get the most  
out of their dollars

174

00:09:22,640 --> 00:09:24,343  
is something that worked in 2008

175

00:09:24,343 --> 00:09:26,113  
that we know will work again today.

176

00:09:27,820 --> 00:09:30,770  
- So you talked about pay for performance,

177

00:09:30,770 --> 00:09:34,587  
and one of the things, this  
is a core value of Indeed

178

00:09:34,587 --> 00:09:38,900  
and has been from the very  
start, and one of the things

179

00:09:38,900 --> 00:09:43,290  
about that model is that, and  
it's actually I think embedded

180

00:09:43,290 --> 00:09:46,510  
in the name, Client Success, typically,

181

00:09:46,510 --> 00:09:49,730  
in a lot of companies, the  
role that a client support

182

00:09:49,730 --> 00:09:54,690  
organization might play  
is in fixing problems

183

00:09:54,690 --> 00:09:58,230  
when they come up or dealing  
with unhappy customers

184  
00:09:58,230 --> 00:10:00,603  
or handling returns or things like that.

185  
00:10:01,560 --> 00:10:03,573  
Whereas from a strategic perspective,

186  
00:10:04,510 --> 00:10:06,700  
our pay for performance  
business model means that

187  
00:10:06,700 --> 00:10:10,790  
we are only getting paid when  
our customers are successful.

188  
00:10:10,790 --> 00:10:13,680  
So our only incentive actually  
is to make them successful

189  
00:10:13,680 --> 00:10:15,920  
and that comes directly  
from this mission, right?

190  
00:10:15,920 --> 00:10:18,220  
If our mission is we help people get jobs,

191  
00:10:18,220 --> 00:10:20,920  
then we have built this entire business

192  
00:10:20,920 --> 00:10:22,350  
around that end result.

193  
00:10:22,350 --> 00:10:26,900  
So, from the very start, Client  
Success, even when it was

194

00:10:26,900 --> 00:10:30,170  
tiny when you joined, played  
an incredibly important role,

195  
00:10:30,170 --> 00:10:32,700  
can you talk a little bit  
about just the evolution

196  
00:10:32,700 --> 00:10:35,880  
of Client Success at Indeed,  
and really what the purpose

197  
00:10:35,880 --> 00:10:37,820  
and the mission of the organization is?

198  
00:10:37,820 --> 00:10:40,450  
- That's a really great  
intro, thanks for that.

199  
00:10:40,450 --> 00:10:44,080  
And it's exactly like you  
mentioned, Client Success

200  
00:10:44,080 --> 00:10:47,300  
is responsible for ensuring  
the success of employers

201  
00:10:47,300 --> 00:10:51,010  
on Indeed and we really  
want to help them hire

202  
00:10:51,010 --> 00:10:54,560  
great candidates quickly, easily,

203  
00:10:54,560 --> 00:10:57,810  
as cost effectively as possible.

204  
00:10:57,810 --> 00:10:59,890  
We're here to deliver value to our clients

205

00:10:59,890 --> 00:11:04,350  
and that's a little bit  
different than the early days,

206

00:11:04,350 --> 00:11:06,910  
in the early days, a lot  
of our time was spent

207

00:11:06,910 --> 00:11:10,530  
educating the market on what  
pay per performance was.

208

00:11:10,530 --> 00:11:14,060  
Again, they weren't accustomed to what our

209

00:11:14,060 --> 00:11:18,470  
business model was, or how PPC  
or pay per click advertising

210

00:11:18,470 --> 00:11:22,670  
worked, and they really  
didn't know that Indeed was

211

00:11:22,670 --> 00:11:26,140  
likely already sending them  
tons of candidates that

212

00:11:26,140 --> 00:11:29,040  
they didn't know were coming from Indeed.

213

00:11:29,040 --> 00:11:31,440  
So we were just scratching  
the surface on how

214

00:11:31,440 --> 00:11:35,940  
we could make an impact but as  
we grew, we really were able

215

00:11:35,940 --> 00:11:39,310

to define and perfect  
what service excellence,

216

00:11:39,310 --> 00:11:41,570  
service greatness meant for our clients,

217

00:11:41,570 --> 00:11:45,900  
and we really wanted to  
make the most out of every

218

00:11:45,900 --> 00:11:49,553  
client interaction and that  
became our very baseline.

219

00:11:50,430 --> 00:11:53,510  
We began personalizing  
our clients' experiences,

220

00:11:53,510 --> 00:11:56,633  
and really striving to  
exceed their expectations.

221

00:11:57,600 --> 00:12:01,050  
We would dig deep into what  
great looked like for them

222

00:12:01,050 --> 00:12:03,893  
and what their their  
specific pain points were.

223

00:12:05,010 --> 00:12:07,280  
And think about that when we  
were recommending strategies

224

00:12:07,280 --> 00:12:10,223  
and solutions that would help  
them accomplish their goals.

225

00:12:11,680 --> 00:12:14,060  
I remember one of our very early clients

226

00:12:14,060 --> 00:12:15,840  
is actually a client of mine.

227

00:12:15,840 --> 00:12:20,840  
Saudi Aramco wanted to hire  
Americans and folks from the UK

228

00:12:20,880 --> 00:12:24,563  
to move to Saudi Arabia  
to work on their bases.

229

00:12:25,610 --> 00:12:28,670  
This was also something that  
some portion of our job seekers

230

00:12:28,670 --> 00:12:30,260  
were interested in.

231

00:12:30,260 --> 00:12:34,580  
So we have both sides of the  
coin here but the problem was,

232

00:12:34,580 --> 00:12:37,020  
these jobs were located in Saudi Arabia.

233

00:12:37,020 --> 00:12:39,130  
And so they weren't being aggregated

234

00:12:39,130 --> 00:12:41,283  
onto our US or UK sites.

235

00:12:42,523 --> 00:12:44,820  
And at the time, we didn't  
have a Saudi Arabia website.

236

00:12:44,820 --> 00:12:47,837  
So, we simply could have said to them,

237

00:12:47,837 --> 00:12:50,350  
"I'm sorry, we can't help you."

238

00:12:50,350 --> 00:12:54,030  
But Paul, and Ronnie our  
co-founders, used to say a lot that

239

00:12:54,030 --> 00:12:57,490  
there should never be a  
technical limitation to a client

240

00:12:57,490 --> 00:12:58,790  
working with Indeed.

241

00:12:58,790 --> 00:13:02,970  
And so we went back to the  
drawing board and thought about

242

00:13:02,970 --> 00:13:07,970  
how we could help this portion  
of interested job seekers

243

00:13:08,100 --> 00:13:10,240  
connect with Saudi Aramco.

244

00:13:10,240 --> 00:13:15,240  
And that's when we came up with  
this idea to have their jobs

245

00:13:15,240 --> 00:13:20,180  
on our US site, but explicitly  
call out in the job title,

246

00:13:20,180 --> 00:13:21,960  
that these jobs are based in Saudi Arabia,

247

00:13:21,960 --> 00:13:24,610  
and they would require relocation.

248  
00:13:24,610 --> 00:13:29,610  
This way, we wouldn't be  
wasting our job seekers' time,

249  
00:13:30,110 --> 00:13:31,380  
searching for a job's hard enough,

250  
00:13:31,380 --> 00:13:33,040  
we don't want to make it harder.

251  
00:13:33,040 --> 00:13:37,590  
And we also wouldn't be  
wasting Saudi Aramco's dollars

252  
00:13:37,590 --> 00:13:40,580  
by having them pay for clicks that would

253  
00:13:40,580 --> 00:13:42,683  
lead to uninterested candidates.

254  
00:13:43,840 --> 00:13:47,860  
And so it was this sort of  
creative problem solving

255  
00:13:47,860 --> 00:13:51,600  
and desire to really help  
clients that has always been

256  
00:13:51,600 --> 00:13:54,460  
at the core of Client Success.

257  
00:13:54,460 --> 00:13:59,460  
And so today as we've grown,  
we've needed to take this

258  
00:14:01,720 --> 00:14:04,750  
super granular personalized  
service philosophy

259

00:14:04,750 --> 00:14:06,743  
and scale it around the world.

260

00:14:08,020 --> 00:14:11,710  
And it's been really amazing  
to see that every time

261

00:14:11,710 --> 00:14:15,280  
we launch in a market, we can  
hire the same sort of people

262

00:14:15,280 --> 00:14:19,270  
with this mentality and service  
philosophy and today we have

263

00:14:19,270 --> 00:14:22,350  
Client Success teams in  
almost 20 of our offices

264

00:14:22,350 --> 00:14:23,293  
around the world.

265

00:14:25,060 --> 00:14:28,100  
- So the reason that we're talking today

266

00:14:28,100 --> 00:14:31,010  
and doing this series  
is that obviously a lot

267

00:14:31,010 --> 00:14:35,950  
has changed in the world and  
we're trying to adapt to help

268

00:14:35,950 --> 00:14:38,500  
support job seekers and employers  
what they need right now,

269

00:14:38,500 --> 00:14:41,810  
but also, there's a lot that

we're doing to try to support

270

00:14:41,810 --> 00:14:43,530  
our team members and our employees.

271

00:14:43,530 --> 00:14:48,530  
How has COVID-19 impacted your  
team and how are they doing?

272

00:14:49,180 --> 00:14:52,790  
- On a personal level, a  
large portion of our CS team

273

00:14:52,790 --> 00:14:56,590  
resides in the New York City  
metro area, and we know that

274

00:14:56,590 --> 00:14:59,870  
that's been one of the hardest hit spots.

275

00:14:59,870 --> 00:15:02,120  
So quite a few of our team  
members have had to take

276

00:15:02,120 --> 00:15:04,860  
some time off to help with sick loved ones

277

00:15:04,860 --> 00:15:07,053  
or really just take time for themselves.

278

00:15:08,490 --> 00:15:11,900  
And then we also have many  
Indeadians that are parents,

279

00:15:11,900 --> 00:15:16,170  
and they're trying to  
balance this work from home

280

00:15:16,170 --> 00:15:20,520

and starting a new job  
of homeschool teacher.

281

00:15:20,520 --> 00:15:25,520  
And so, it's definitely  
been impactful on our people

282

00:15:25,680 --> 00:15:30,210  
but what remains constant in  
good times and during these

283

00:15:30,210 --> 00:15:33,620  
more challenging times, is  
this overwhelming commitment

284

00:15:33,620 --> 00:15:35,760  
that our team has to one another.

285

00:15:35,760 --> 00:15:39,310  
You'll see teammates jumping  
in to cover calls with clients

286

00:15:39,310 --> 00:15:43,060  
that they might not have  
the full background on,

287

00:15:43,060 --> 00:15:46,080  
or setting up accounts  
and campaigns for clients

288

00:15:46,080 --> 00:15:48,780  
when somebody's out at the last moment.

289

00:15:48,780 --> 00:15:53,430  
And then you have managers  
who are trying to keep

290

00:15:53,430 --> 00:15:56,350  
consistency and stay in  
touch with their teams

291

00:15:56,350 --> 00:15:59,410  
and holding team meetings,  
simultaneously bouncing a baby

292

00:15:59,410 --> 00:16:00,243  
on their laps.

293

00:16:00,243 --> 00:16:05,100  
So the team is strong,  
COVID-19 has certainly

294

00:16:06,350 --> 00:16:10,360  
thrown a wrench into how  
we normally do our jobs,

295

00:16:10,360 --> 00:16:14,040  
what conversations we're  
having with clients,

296

00:16:14,040 --> 00:16:18,650  
how we help employers, but  
CS is extremely resilient.

297

00:16:18,650 --> 00:16:21,550  
We're dedicated to what  
we do, and we're managing

298

00:16:21,550 --> 00:16:23,110  
through this as we always have,

299

00:16:23,110 --> 00:16:24,883  
and that's by sticking together.

300

00:16:26,800 --> 00:16:30,780  
– So, what are you hearing  
from Indeed clients right now?

301

00:16:30,780 --> 00:16:34,490

And how are they coping with  
crisis and what do they need?

302

00:16:34,490 --> 00:16:35,570  
- Yeah, that's great question.

303

00:16:35,570 --> 00:16:38,820  
As you could expect, we're  
hearing a variety of things.

304

00:16:38,820 --> 00:16:40,650  
Whether you're talking to a small business

305

00:16:40,650 --> 00:16:45,090  
or a larger enterprise,  
or a company that deals,

306

00:16:45,090 --> 00:16:49,610  
that's retail to healthcare,  
it's all of our conversations

307

00:16:49,610 --> 00:16:51,073  
sort of vary wildly.

308

00:16:53,951 --> 00:16:58,951  
And for, there's some employers  
that can't hire fast enough

309

00:16:59,680 --> 00:17:03,790  
or enough people like our  
pharmacies, our grocery stores,

310

00:17:03,790 --> 00:17:05,720  
companies that are  
hiring warehouse workers

311

00:17:05,720 --> 00:17:07,233  
or food delivery folks.

312

00:17:08,700 --> 00:17:11,710  
But then there's also point of  
contact or point of contacts

313  
00:17:11,710 --> 00:17:13,900  
at companies that are not  
sure if they themselves

314  
00:17:13,900 --> 00:17:16,190  
are going to have jobs with their company

315  
00:17:16,190 --> 00:17:17,433  
in the next few weeks.

316  
00:17:18,502 --> 00:17:21,100  
And then there's owners of  
small businesses that are

317  
00:17:21,100 --> 00:17:22,410  
calling in and worried that

318  
00:17:22,410 --> 00:17:24,220  
they will have to shut  
their doors forever.

319  
00:17:24,220 --> 00:17:26,683  
So it really runs the gamut.

320  
00:17:28,260 --> 00:17:31,600  
For those that are hiring,  
we're hearing that they really

321  
00:17:31,600 --> 00:17:35,920  
want to help people that  
were furloughed or laid off.

322  
00:17:35,920 --> 00:17:39,780  
The question continues  
to pop up on our calls

323

00:17:39,780 --> 00:17:43,730

and times with our  
clients is how can I help?

324

00:17:43,730 --> 00:17:45,610

Or how can I find candidates that have

325

00:17:45,610 --> 00:17:49,610

recently lost their jobs  
and are looking for work?

326

00:17:49,610 --> 00:17:52,920

And so of course, we go  
right to our recent rollout

327

00:17:52,920 --> 00:17:57,180

of the ready to work  
hashtag on resumes, which,

328

00:17:57,180 --> 00:18:00,290

if you're not familiar, is  
something that Indeed has offered

329

00:18:00,290 --> 00:18:03,570

job seekers as a way  
to identify themselves,

330

00:18:03,570 --> 00:18:05,980

that they're willing to consider roles

331

00:18:05,980 --> 00:18:08,970

that may be outside of their  
experience, and they're also

332

00:18:08,970 --> 00:18:11,020

ready to work immediately.

333

00:18:11,020 --> 00:18:14,470

And so clients are excited,

especially when they find out

334

00:18:14,470 --> 00:18:16,900  
that already more than  
a million job seekers

335

00:18:16,900 --> 00:18:19,630  
have identified themselves  
as ready to work.

336

00:18:19,630 --> 00:18:22,670  
And they're really grateful  
that Indeed has created this

337

00:18:22,670 --> 00:18:26,550  
opportunity for them to get  
in touch with these candidates

338

00:18:26,550 --> 00:18:28,210  
really easily.

339

00:18:28,210 --> 00:18:32,360  
And, on the small business side of things,

340

00:18:32,360 --> 00:18:34,603  
they're facing a variety of challenges.

341

00:18:35,500 --> 00:18:38,380  
And they're looking for  
answers for some of their most

342

00:18:38,380 --> 00:18:41,050  
pressing questions that  
may not be necessarily

343

00:18:41,050 --> 00:18:42,563  
related to recruitment.

344

00:18:43,420 --> 00:18:47,990

And so when we bring up our  
hiring resources online guide,

345

00:18:47,990 --> 00:18:50,490  
which provides you know,  
articles on things like

346

00:18:50,490 --> 00:18:54,570  
how to hire remotely,  
but also how to apply

347

00:18:54,570 --> 00:18:56,370  
for business loans, small business loans

348

00:18:56,370 --> 00:18:57,733  
and additional funding.

349

00:18:58,600 --> 00:19:02,770  
They're really grateful and  
I think that there's just

350

00:19:02,770 --> 00:19:07,210  
been this real sense of  
unity that's emerged.

351

00:19:07,210 --> 00:19:10,820  
Everybody's facing challenges,  
but people really want to help.

352

00:19:10,820 --> 00:19:14,743  
And Indeed's doing a lot of  
things to make that easier.

353

00:19:15,630 --> 00:19:19,330  
But I also know that you've  
spent some time recently,

354

00:19:19,330 --> 00:19:22,530  
a fair bit of time  
actually, with our clients.

355

00:19:22,530 --> 00:19:24,080

What are you hearing from them?

356

00:19:25,250 --> 00:19:28,170

- Yeah, so we've had the opportunity over the last several

357

00:19:28,170 --> 00:19:33,170

weeks to talk to a number of larger employers

358

00:19:34,140 --> 00:19:37,630

and government agencies and essentially people who are

359

00:19:37,630 --> 00:19:42,120

urgently trying to hire what we call essential workers.

360

00:19:42,120 --> 00:19:45,930

So across logistics, grocery, and then especially

361

00:19:45,930 --> 00:19:50,570

in healthcare, and what we're finding is that the needs

362

00:19:50,570 --> 00:19:52,253

have shifted dramatically.

363

00:19:53,400 --> 00:19:55,510

In the previous several years when we had a tight

364

00:19:55,510 --> 00:19:58,820

labor market, what people really needed was more candidates.

365

00:19:58,820 --> 00:20:01,960  
Right now with more than 26  
million people out of work

366  
00:20:01,960 --> 00:20:06,410  
in the US alone, a number  
of these clients have seen

367  
00:20:06,410 --> 00:20:09,910  
an overwhelming surge in people  
who are interested in roles.

368  
00:20:09,910 --> 00:20:14,840  
And now they have no  
tools or people to manage,

369  
00:20:14,840 --> 00:20:19,840  
how do we take, for example,  
300,000 applications,

370  
00:20:19,990 --> 00:20:22,870  
that one company got in  
five days and figure out

371  
00:20:22,870 --> 00:20:26,490  
who the 30,000 people that  
they need to hire should be?

372  
00:20:26,490 --> 00:20:28,990  
And so we've been trying to approach,

373  
00:20:28,990 --> 00:20:32,480  
I think it's essentially like  
what you've been talking about

374  
00:20:32,480 --> 00:20:34,850  
in terms of the spirit of  
the Client Success team,

375  
00:20:34,850 --> 00:20:38,370

and just trying to approach  
that in a really grand scale.

376

00:20:38,370 --> 00:20:40,663  
What can we do to help right now?

377

00:20:41,632 --> 00:20:45,100  
And so we've taken several  
hundred people within Indeed,

378

00:20:45,100 --> 00:20:48,200  
and have just sort of focused  
them on what are the things

379

00:20:48,200 --> 00:20:50,760  
that we can bring to help people do this?

380

00:20:50,760 --> 00:20:53,830  
So we're taking our existing  
products, we also have

381

00:20:53,830 --> 00:20:56,417  
several technology teams where  
we just essentially said,

382

00:20:56,417 --> 00:21:01,410  
"Stop what you're doing,  
focus on helping deliver

383

00:21:01,410 --> 00:21:03,470  
hires right now as their  
most urgently needed.

384

00:21:03,470 --> 00:21:06,870  
So we're building custom  
systems to help basically

385

00:21:06,870 --> 00:21:10,543  
with the selection and the offer process.

386

00:21:11,907 --> 00:21:15,950

And then we actually have a whole bunch of people who are

387

00:21:15,950 --> 00:21:19,250

just putting in human effort as well.

388

00:21:19,250 --> 00:21:22,340

Logging into systems and sending I-9's to people

389

00:21:22,340 --> 00:21:25,520

and really helping out in any way that we possibly can.

390

00:21:25,520 --> 00:21:28,730

So what we're hearing is that people need help

391

00:21:30,510 --> 00:21:33,170

in managing a lot more of the recruitment process

392

00:21:33,170 --> 00:21:36,060

than they have maybe in the past thought that Indeed

393

00:21:37,060 --> 00:21:41,260

was doing and with Indeed Hire, which is our

394

00:21:41,260 --> 00:21:44,010

full service recruitment agency is something that

395

00:21:44,010 --> 00:21:46,700

we have been working for the last several years

396

00:21:46,700 --> 00:21:49,400  
to be able to provide a lot more than just

397  
00:21:49,400 --> 00:21:52,220  
the sending candidates to you,  
but it's clear that people

398  
00:21:52,220 --> 00:21:54,760  
need a lot of extra help right now.

399  
00:21:54,760 --> 00:21:59,760  
It seems that no one has the  
right number of recruiters

400  
00:21:59,950 --> 00:22:02,200  
especially when there's this massive surge

401  
00:22:02,200 --> 00:22:04,653  
in need for essential workers.

402  
00:22:05,810 --> 00:22:08,070  
So you talk to a lot of  
clients also, I mean,

403  
00:22:08,070 --> 00:22:09,260  
what are the things that you're hearing?

404  
00:22:09,260 --> 00:22:11,430  
What do you think that  
clients need from Indeed

405  
00:22:11,430 --> 00:22:12,950  
the most right now?

406  
00:22:12,950 --> 00:22:15,070  
- I would say everything  
you just touched on

407  
00:22:15,070 --> 00:22:17,850

is exactly what our clients need.

408

00:22:17,850 --> 00:22:20,870

I think clients need to feel like they have a partner

409

00:22:20,870 --> 00:22:24,423

that really goes beyond just recruitment advertising.

410

00:22:25,270 --> 00:22:29,270

That is, you know, people that are looking for ways

411

00:22:29,270 --> 00:22:33,490

to help out any way that we can, and they need people

412

00:22:33,490 --> 00:22:35,520

to bounce business ideas off.

413

00:22:35,520 --> 00:22:40,100

I say this a lot, I've said it prior to COVID, too,

414

00:22:40,100 --> 00:22:42,143

but I really think our clients need to feel like

415

00:22:42,143 --> 00:22:44,640

they're working with a trusted friend.

416

00:22:44,640 --> 00:22:48,360

They need somebody who can join them in thinking

417

00:22:48,360 --> 00:22:52,170

and recommending solutions and not getting paralyzed

418  
00:22:52,170 --> 00:22:54,700  
by the problems that we're all facing.

419  
00:22:54,700 --> 00:22:58,940  
So when we jump on a call  
with a client, we do more than

420  
00:22:58,940 --> 00:23:01,200  
just answer their questions.

421  
00:23:01,200 --> 00:23:03,460  
We dig into their accounts  
and see if there's

422  
00:23:03,460 --> 00:23:06,630  
recommendations that we  
can make, on ways that

423  
00:23:06,630 --> 00:23:09,220  
they can better engage with job  
seekers, even if they aren't

424  
00:23:09,220 --> 00:23:12,730  
hiring right now like I've  
mentioned, or if they are,

425  
00:23:12,730 --> 00:23:16,750  
how can they reach and  
attract the job seekers

426  
00:23:16,750 --> 00:23:19,370  
that are interested in  
their types of roles?

427  
00:23:19,370 --> 00:23:22,760  
There's a really great story  
I'm sort of obsessed with

428  
00:23:22,760 --> 00:23:24,473

that came out recently.

429

00:23:25,800 --> 00:23:29,000

So we had a client, a  
small business call into

430

00:23:29,000 --> 00:23:33,450

our main line, and during  
the call, in getting to know

431

00:23:33,450 --> 00:23:38,450

the client, our rep, Lauren  
Figliola was able to find out

432

00:23:38,580 --> 00:23:43,580

that Swamp House Grill  
tended to host live bands

433

00:23:43,980 --> 00:23:46,960

and they would generate a lot of customers

434

00:23:46,960 --> 00:23:49,300

coming to the restaurant for that.

435

00:23:49,300 --> 00:23:52,980

And it was of course, live  
bands, live music is always

436

00:23:52,980 --> 00:23:55,130

a big customer attraction.

437

00:23:55,130 --> 00:23:59,270

But since they had to shut  
down in person dining,

438

00:23:59,270 --> 00:24:01,220

they've taken a big hit.

439

00:24:01,220 --> 00:24:05,280

And so Warren kept thinking  
about this after they got off

440

00:24:05,280 --> 00:24:07,260  
the call, she of course helped them,

441

00:24:07,260 --> 00:24:09,330  
and answered their  
question on their invoice

442

00:24:09,330 --> 00:24:11,980  
but when she reached  
back out to let them know

443

00:24:11,980 --> 00:24:15,200  
that their refund was approved  
and it would hit their card

444

00:24:15,200 --> 00:24:20,200  
in three to five days, she  
also took the time to mention

445

00:24:20,390 --> 00:24:23,940  
that she had been thinking  
about this and how maybe

446

00:24:23,940 --> 00:24:27,983  
they could consider doing  
a Facebook Live event

447

00:24:27,983 --> 00:24:31,180  
and even branding it you  
know, eat and listen.

448

00:24:31,180 --> 00:24:35,610  
So letting this client know  
that they can brand it,

449

00:24:35,610 --> 00:24:39,870  
have their customers order

their food into their homes

450

00:24:39,870 --> 00:24:44,100  
and then log into a streaming  
service like Facebook Live

451

00:24:44,100 --> 00:24:47,860  
and enjoy a live band that this restaurant

452

00:24:47,860 --> 00:24:52,860  
would have normally hosted on  
site and so it's that sort of

453

00:24:53,080 --> 00:24:56,430  
creative again going out of  
the box thinking beyond just

454

00:24:56,430 --> 00:24:58,680  
here, I'm here to help  
you with your invoice

455

00:24:58,680 --> 00:25:01,240  
or what jobs you might  
be hiring for, it's here,

456

00:25:01,240 --> 00:25:03,840  
I'm here to help you with your business.

457

00:25:03,840 --> 00:25:08,840  
And just that's a great  
example of how our team

458

00:25:09,390 --> 00:25:12,740  
is constantly listening to  
clients, especially in this time

459

00:25:12,740 --> 00:25:16,020  
of need, and really trying  
to recommend solutions

460  
00:25:16,020 --> 00:25:16,970  
that work for them.

461  
00:25:18,190 --> 00:25:21,380  
- That's an amazing story,  
I've heard that and, yeah,

462  
00:25:21,380 --> 00:25:24,500  
I mean, that's exactly the  
kind of creativity that

463  
00:25:25,810 --> 00:25:27,980  
we come to expect at  
the Client Success team.

464  
00:25:27,980 --> 00:25:32,650  
So one of the things that  
we've been talking about

465  
00:25:32,650 --> 00:25:36,610  
that's the most important for  
us as a business right now

466  
00:25:36,610 --> 00:25:38,630  
is focusing on the fundamentals.

467  
00:25:38,630 --> 00:25:42,650  
When there's all this  
chaos and crisis going on,

468  
00:25:42,650 --> 00:25:47,363  
it's very easy to sort of  
spin off, and the truth is,

469  
00:25:48,270 --> 00:25:51,180  
our mission to help people get  
jobs is what we've been doing

470  
00:25:51,180 --> 00:25:54,370

for 15 years, as we've  
been saying a lot recently,

471

00:25:54,370 --> 00:25:57,400  
that mission is more  
important now than ever.

472

00:25:57,400 --> 00:25:59,660  
And so a huge part of  
what we need to do is just

473

00:25:59,660 --> 00:26:01,570  
focusing on the fundamentals,  
doing the things that

474

00:26:01,570 --> 00:26:04,560  
we've been doing for the last  
15 years and make sure that

475

00:26:04,560 --> 00:26:08,543  
we're doing them as well as  
they could possibly be done.

476

00:26:09,600 --> 00:26:13,400  
How in the middle of all of  
this are you helping your team

477

00:26:13,400 --> 00:26:15,050  
stay focused on the fundamentals?

478

00:26:16,000 --> 00:26:20,460  
- I think our culture at Indeed  
really just plays a big part

479

00:26:20,460 --> 00:26:22,620  
in being able to keep people focused,

480

00:26:22,620 --> 00:26:23,940  
especially during a time of crisis.

481  
00:26:23,940 --> 00:26:25,860  
I think just like you were mentioning,

482  
00:26:25,860 --> 00:26:28,380  
every Indeedian knows that  
they are here to help people

483  
00:26:28,380 --> 00:26:32,120  
get jobs and particularly  
specifically within

484  
00:26:32,120 --> 00:26:35,590  
Client Success, we're focused  
on helping those employers

485  
00:26:35,590 --> 00:26:38,810  
find those job seekers to hire.

486  
00:26:38,810 --> 00:26:43,810  
And it's this passion around  
our mission and our goals,

487  
00:26:44,180 --> 00:26:47,060  
that when things started  
to get super serious,

488  
00:26:47,060 --> 00:26:50,900  
it was natural for our  
employees to really double down

489  
00:26:50,900 --> 00:26:55,277  
on our service wins  
philosophy, and ensure that

490  
00:26:55,277 --> 00:26:57,470  
our clients are supported.

491  
00:26:57,470 --> 00:27:00,610  
It's second nature for our

teams to focus their efforts

492

00:27:00,610 --> 00:27:04,353  
and get really organized  
during these sorts of times.

493

00:27:05,370 --> 00:27:09,350  
They know their work is important  
and they're helping people

494

00:27:09,350 --> 00:27:12,160  
in their communities and  
states and countries.

495

00:27:12,160 --> 00:27:16,690  
So, I think there's a  
large part of Indeed,

496

00:27:16,690 --> 00:27:20,510  
overall in our culture here,  
that really helps focus,

497

00:27:20,510 --> 00:27:23,300  
not only on Client Success,  
but all of our teams.

498

00:27:23,300 --> 00:27:26,950  
- Just to wrap things up  
one thing that we have been

499

00:27:26,950 --> 00:27:29,480  
thinking about and talking  
about a lot as an organization,

500

00:27:29,480 --> 00:27:33,610  
obviously, everyone is looking forward to

501

00:27:33,610 --> 00:27:37,030  
seeing the other end of  
the health crisis here,

502

00:27:37,030 --> 00:27:41,820  
to seeing the global economy  
start to get its engine

503

00:27:41,820 --> 00:27:45,900  
cranking again and to get  
back to some new normal,

504

00:27:45,900 --> 00:27:48,480  
whatever that normal looks like.

505

00:27:48,480 --> 00:27:51,020  
But I think everyone has  
also been looking at this

506

00:27:51,020 --> 00:27:53,360  
experience, this, what  
some people are calling

507

00:27:53,360 --> 00:27:54,670  
the great pause, right?

508

00:27:54,670 --> 00:27:59,670  
We've had more time with our  
families, we're connecting

509

00:28:00,030 --> 00:28:04,953  
in new ways through Zoom  
and things like that.

510

00:28:06,410 --> 00:28:09,700  
And when we go back to whatever  
this new normal looks like,

511

00:28:09,700 --> 00:28:12,530  
there are some things  
that we will have taken

512

00:28:12,530 --> 00:28:14,100  
from this experience, what  
are some of the things

513  
00:28:14,100 --> 00:28:16,940  
that you think will have  
sort of changed forever

514  
00:28:16,940 --> 00:28:19,840  
from this experience for  
you and for the business?

515  
00:28:19,840 --> 00:28:24,840  
- Yeah, when I think about  
the future, I try to take

516  
00:28:27,350 --> 00:28:30,300  
and incorporate things from  
history, that just things

517  
00:28:30,300 --> 00:28:31,950  
from the past that we've learned.

518  
00:28:33,270 --> 00:28:35,150  
One of the things that we  
do a lot in Client Success,

519  
00:28:35,150 --> 00:28:37,680  
no surprise is that we love  
to get feedback from clients,

520  
00:28:37,680 --> 00:28:40,810  
and we're constantly reading  
what they're sharing.

521  
00:28:40,810 --> 00:28:43,420  
If it's not on a call, if it's something

522  
00:28:43,420 --> 00:28:47,940  
with a customer satisfaction

survey or an NPS survey result,

523

00:28:47,940 --> 00:28:50,350  
it's feedback that we're  
reading and there was

524

00:28:50,350 --> 00:28:52,490  
a recent piece of feedback  
that came in through

525

00:28:52,490 --> 00:28:55,700  
one of our CSAT surveys  
that essentially said,

526

00:28:55,700 --> 00:28:59,490  
a client was very grateful  
for Indeed's understanding

527

00:28:59,490 --> 00:29:04,220  
during this time and going  
back to our pay for performance

528

00:29:04,220 --> 00:29:08,200  
model, they were happy that  
they could temporarily pause

529

00:29:08,200 --> 00:29:10,770  
their spend with Indeed,  
since they weren't hiring

530

00:29:10,770 --> 00:29:13,070  
and they really couldn't  
utilize our products.

531

00:29:14,208 --> 00:29:16,950  
And they also mentioned  
that they weren't getting

532

00:29:16,950 --> 00:29:20,500  
the same level of courtesy

from other vendors

533

00:29:20,500 --> 00:29:21,580  
that they were working with.

534

00:29:21,580 --> 00:29:24,223  
And that has made things  
really difficult for them.

535

00:29:26,380 --> 00:29:29,390  
They shared that, in the  
years to come, when things

536

00:29:29,390 --> 00:29:31,280  
go back to normal and  
they're able to hire again,

537

00:29:31,280 --> 00:29:33,850  
they look forward to working with us.

538

00:29:33,850 --> 00:29:37,770  
And so going back to your  
question, when I think about,

539

00:29:37,770 --> 00:29:41,410  
the path forward, what's  
changed, I take the essence

540

00:29:41,410 --> 00:29:42,513  
of this feedback.

541

00:29:43,460 --> 00:29:46,980  
And I think, things will go  
back to normal and when they do,

542

00:29:46,980 --> 00:29:50,010  
companies are going to  
remember the relationships

543

00:29:50,010 --> 00:29:52,270  
that helped them in their  
biggest time of need,

544  
00:29:52,270 --> 00:29:55,010  
and what we're doing with our clients now,

545  
00:29:55,010 --> 00:29:58,070  
how we are helping people and  
partnering with them again,

546  
00:29:58,070 --> 00:30:01,850  
beyond just recruitment, that's  
what's going to sustain us

547  
00:30:01,850 --> 00:30:05,110  
into the future, and that's  
why we're going to continue

548  
00:30:05,110 --> 00:30:07,190  
to be the leader in  
helping people get jobs

549  
00:30:07,190 --> 00:30:10,283  
and helping employers hire  
really quickly and easily.

550  
00:30:11,150 --> 00:30:14,150  
- Well, thank you, Diane, for  
taking the time to talk today.

551  
00:30:14,150 --> 00:30:16,960  
And most importantly, thank  
you for everything that you do

552  
00:30:16,960 --> 00:30:18,670  
for Indeed, and everything  
you've done over the last

553  
00:30:18,670 --> 00:30:22,580

12 years to help create  
this amazing culture

554

00:30:23,690 --> 00:30:27,390  
of Client Success and of  
helping people get jobs.

555

00:30:27,390 --> 00:30:30,140  
And so it's great talking  
to you today, thanks.

556

00:30:30,140 --> 00:30:32,258  
- Thank you, Chris, I  
couldn't do it by myself.

557

00:30:32,258 --> 00:30:34,925  
(upbeat music)