Trish 0:00

Oh, you're listening to the HR Happy Hour network sponsored by work human. By some estimates, over 80% of AI projects fail because of bad data. But here's some good news for HR, when AI leverages the rich authentic data of employee recognition, you get something truly unique, human intelligence from work. Human creators of the world's number one recognition platform, human intelligence unlocks insights into performance and skills, culture and engagement, and it helps surface feel good stories that illustrate the best of your company's culture to learn more about human intelligence, go to work human.com that's W, O, R, K, h, u, M, a, n.com,

Steve 0:59

welcome to system of record from the HR Happy Hour media network. System of record is your source for the latest in HR technology trends, what's happening with products, what's happening with the leaders of HR Tech. My name's Steve Bose from HPV, HR advisors. I am so excited to launch system of record today. It's our first show on this title on the network, and we have with us today is our first guest, and we're so happy that he's taken some time today to join us. It's Dan Beck. He's the President and Chief Product Officer at SAP SuccessFactors. Dan, welcome and thank you for being our launch guest on system of

Dan Beck 1:34

record. I'm honored. Steve, thanks for hosting me. Yeah, it's

Steve 1:38

our pleasure, but we've been wanting to talk to you for a while, Dan, before we get into some of the the issues around the world of work, what's happening in tech, what you guys are doing at SAP SuccessFactors, maybe just for folks who maybe don't know you. Give us a minute or two on just you your background and kind of what took you to SAP SuccessFactors. Yeah.

Dan Beck 1:56

Thanks. Thanks again for hosting, Steve. I'm longtime practitioner in the HCM space based in Northern California. I think, for for my sins, I've been at, you know, in the business for 20 plus years building enterprise grade solutions for talent, talent management courses and record payroll, you name it. I spent 10 years at workday my career the startup in the continued labor space, which I which I sold in 2022 and a little over a year in the role at SAP, and it's just been fantastic leading this success factors product and engineering team, because we just have great clients, great offerings, you know, full end to end suite, and, of course, the might of SAP, you know, the world's most comprehensive enterprise business suite. So really grateful to be here today and to talk about the future work. Yeah. Dan,

Steve 2:42

thanks so much for that background. Really appreciate that. And just from your perspective, Dan, we'll kick it off this way. What are you seeing, both you just as a leader in the space and a longtime person in the HR, HR tech space, and both success factors seeing from your wide customer base, what are the big issues and trends that are hitting organizations like right now, as we're a couple of months into 2025 What are you guys seeing? Are the big issues?

Dan Beck 3:07

Yeah, the big topics. I mean, I this won't come as a surprise to you, Steve, nor your nor your listening audience, but the, the top two, I would say, is, is, of course, what, what's going on with AI, and how can AI affect my, my operations and if and if and if, AI if 2024 was the year of sort of proof of concepts. We think 2025 and beyond will be the use of really, real production, adoption and value. And then secondly, what's going on with skills. Skills has been a buzzword for 10 plus years in HR tech and I, and yet, I think with the the more powerful use of of not just natural language processing to understand what you're trying to achieve, but just honestly, just better tech, better better inference, better use of skills throughout your application layer. Skills are now becoming real. So as you know, 10 years ago, we could have talked about skills being brought into HR tech. But now I think it's both more real and with the pace of change, it's on. It's on leaders minds, you know. And then you know, you have these World Economic Forum stats and others indicating that, you know, 35% of the skills that you know we need in our business we don't have today by 2030 you know. And you kind of have all these kind of not Doomsday, but just this recognition that the pace of change is increasing. And one way to measure talent, bring in talent, engage talent, a skill. So again, in summary, sort of AI and skills. And I will say Steve, just importantly, said a couple client meetings just this week here in Palo Alto, have to get the fundamentals right. Yeah, work has to scale. Your payroll needs to calculate all the all the foundational layers need to exist correctly so you can earn the right to get into some of these more, you know, dare say, more sexy areas of AI and skills.

Steve 4:54

Yeah, I'd agree with that. Dan, it's easy to overlook that, because we have as you, as you well said, we've been talking. About AI for a few years now, skills and even longer, and there's been great technology that's emerged on the scene, both from providers like SAP, SuccessFactors, startups, etc. We got a lot of tech, but without that baseline, without that core system of record, hey, where this is the system record show, without that core system of record, strength in payroll and even I even throw things like benefits and time and, you know, leave tracking those fundamentals that sort of workers encounter on their day to day, right? So many folks in the organization are encountering these HR systems for those fundamental processes, and if you're, if you're not nailed those and doing them efficiently at scale, right? Every time you can't move up to those higher value added products and services. I guess

Dan Beck 5:46

that's right. I think that's exactly right. Yeah, what

Steve 5:49

are you thinking? What are you seeing from customers? You mentioned, you talked to a couple of customers this week, but in general, are there priorities for customers these days? Is it the kind of get the fundamentals in the core lockdown. Is it getting out there and exploring with AI, what are, what are the big ticket items? Your customers are coming to you and say, Hey, Dan and team like, this is, this is important to us in 2025 so,

Dan Beck 6:12

so, just for context, you know, we have 16 modules that comprise our end and just success factor suite and and so I, I will, again, just say, have to get the fundamentals right. But, you know, I do want to say, with getting the fundamentals right, and we're sweating the details every day to do so, the things that are on clients minds are, you know, how do I adopt this AI, this exciting promise of AI, and what does it mean to my, my people strategy, my my people business transformation, etc, my people agenda and, and so that's and usually what I see like in the real world is clients come in and they get excited about something now. They're excited about, you know, Gen AI meets goal setting. They're excited about the efficiency that can be brought and I joke, you know, I know that AI has been around. You know, my AI practitioners, and I've got a lot of technologists in my group. Would say, you know, Dan AI has been around 50 years, 30 years, you know, sure, you know, most of the world, including my children. I used to say my kids started cheating on their tests and exams on November 30, 2022, now I just say they were early adopters of chatgpt and Gen AI. But you know, the world did change in, you know, a little, a little over, you know, two years ago and years, right? Not even, yeah, and we, we now are seeing clients so excited about but then they're trying to say, Okay, can I adopt it? Do I have the tech infrastructure? Can I legally adopt it. Where can I adopt if there are legal considerations? And so it's this twin tension, and this is just on AI, but it does bring skills into it. Is like this tension of, I'm so excited about this, I want to adopt this. And candidly, and I talked to a chro just yesterday, this was their story, which is the CEO and the executive board is expecting efficiencies from Ai. They're expecting this to be part of the plan. But then there this tension of like, can we adopt it, right? And so, of course, that you know that that, to me, is, is a is a market opportunity, but that that's what I'm seeing out there,

Steve 8:14

yeah? Dan, thank you for that perspective, and it's great to hear from you about what your customers are telling you, right? Because it's one thing like to take these things out of the lab, right, and get them implemented in the real world, and have them make a difference, right? In a lot, in the effectiveness of organization, certainly, but also for, you know, just the lives of the individuals using the tools. The promise is so is so there. And it reminds me, Dan, I don't know if how you feel about this, it reminds me a little bit of, like, how mobile came into enterprise tech, and in a way that, like everybody adopted it first in their personal lives, right? You just got a mobile phone, right? And you started using it, and you're like, Oh, this is so cool. I can do all these things just on my phone. And boy, why can't my HR system, or my whatever enterprise system, why can't I have that access there? And eventually, the providers kind of caught up in so much of now, what we're doing with enterprise tech, with HR tech is, you know, operating with our phones on it, a little bit like that. With AI. You're saying your kids are using AI, right as not to cheat. I'm not going to say that to sit with them and, you know, right, develop their help them with their assignments or whatnot. I used it last night because I had to make dinner, and I said, I've got these four ingredients help me figure out, you know what to cook, right? And just to think it's been so useful in many applications in our personal lives, like, boy, I want to go to work now and have these types of tools help me get my job done more efficiently.

Dan Beck 9:40

Yeah, yeah, I think you're reading it right. I mean, certainly the consumer web and our lived experiences consumers is helpful because it can provide guideposts, right? You know, that said, oftentimes, you know, organizations have, like, a very different regulatory set of constraints than, than, than we I mean, even, even the client side, you know, one like. Clients I met with early in the week. They're, you know, 400,000 plus employees and 150 plus countries like that. Is a lot of jurisdictions to manage, right? You know. Now, SAP tends to serve a broad spectrum of clients, but, but the but, but the but the, the example you bring up with mobile is still telling, you know, and so this is why it's so exciting. Because, in a way, we're seeing the ability to so rapidly bring value to our customers. So I'll give you an example. We we have a a digital co pilot called Joule, right? So this is across all of SAP, not just success factors. You ask jewel a question to go do things for you. And Joule now lives on our mobile devices, so you can all the same conversational capability, this co pilot capability that we have with SAP Juul you can now do with your phone. And that's everything from, you know, hey Siri, you know, clock in, clock out, right for frontline workers to go fetching information, et cetera. And that's, like, really cool to see, because we just turn that off, turn that on, excuse me, this quarter, right? And so we've had, like, so we're kind of living into these use cases as we speak. Another one that's very popular for our customers is, it's policy questions, right? So there you are, you're you're running an HR function. You've got employees all over the globe that have a number of questions, can I take leave? Do we need to do background checks for hiring? Do I get a car allowance? Blah, blah, blah, you know, all of that is captured in policy documents, but it's got to be contextualized. It has to be like, you're you're in you're in Illinois, I'm in Northern California, right? Like we're both in the US. We've got people all around the world might be members of our team, like, what is the correct policy response to a question? And so that's one nice thing about what I'm seeing in the technology right offer, because we've embedded AI into the fabric of the application layer, we're able to answer contextually appropriate questions for your location, your level, your position, you get the idea. And that's really powerful, because unlike a generic I go to like a chat GPT and ask a question, it doesn't know anything about you, right? But this combination of powerful partnerships with the best large language model providers in the world all part of our kind of technology platform, combined with rag capabilities retrieval augmented generate capability, takes your policy document, consumes it and then answers appropriate questions. There's a lot we're going to do with that. So that's already, that's one of the many use cases we delivered in 2023 we have two updates a year. You know, this is kind of the year delivery, one in the middle of one in the end of the year, November and and we're just going to keep building on that. So again, this is like combinatorial right? We're building on the shoulder of giants. So if we can get that right, why not ask a question on my pay slip? You know what? Why did my pay change from January to February? Like, this is like, this is an interesting time, because some of these use cases you'd always dreamed of are now becoming possible. And that's, that's fun I'm seeing, yeah,

Steve 12:56

and then even taking it a step further to in a world where maybe you'd say, well, you're when the pay roll was run and executed, that the system could highlight those two or three items of No, you know, in advance of the person even asking the questions, like, Hey, by the way, your pay went down 10% here's why. Or, hey, this new deduction popped in, because you might remember, this policy changed, right? Or the exactly new law. You've got

Dan Beck 13:20

it exactly Steven, you know. So, so, you know, now we want to, we want to serve our customers, of course, and yet we want to, like, continue to augment value. So as we're the world's most robust global payroll provider with the world's most robust core HR system record, what a great opportunity for us. We've got payroll in 90 countries around the globe, right? What a great opportunity for us, then, to ask those payroll questions. Something like half of all HR help desk tickets globally are tied to compensation. So yeah, explaining that deduction code, explaining why that conversation changed, explain that social, social insurance contribution, why it was different one month or the other. Like that is very like a very clear efficiency savings. And unlike some of our other use cases, and we've got 93 production use cases data that I could separately in a longer session lovingly tell you about unlike others that are a little more like save me time. Help me do something a little more quickly. This ask my pay slip a question. Is a great use case, possibly a killer. AI use case to say it's ticket avoidance, right? You used to have this many tickets. Now you have that many because people are self serving, yeah.

Steve 14:25

And then that speaks to the efficiency, right? It speaks to cost savings and consistency, right? That's another element that we know that the AI tools can help offer an organization, either with, you know, kind of stewarding processes. We used to call them workflows. Maybe we don't call them anymore. Maybe we call them journeys now, or agentic AI, which is another thing to talk about, yeah, yeah, but to be around, but no, I got really, I used to do workflow kind of design, and I don't know if I could say that word anymore, but yeah, no,

Dan Beck 14:56

no, but back to your but back to your cooking example, with the recipe. It's like. It's new possibilities. I mean, if you, if you told me that, you know our current forecast. Now, this is coming in May of this year. I mean, like, and it will be customers hands in preview in six weeks, but the idea that we can have upwards of an 80 or 90% that's our projection for the amount of support cases we're going to drive down with this one. Ai use case, ask my pay slip like That's amazing. And if you told me two years ago we could do that, I'd say this was like science fiction, and now it's becoming possible. So we're living into this. I think 2025, is and beyond will be the year of proving real value with AI, not just on a POC again, but real value. And we're kind of picking a momentum. I mean, the models are getting better today, we support via partnerships with Microsoft and open AI, Google, Amazon, Nvidia, meta, you name it. We have 25 foundational models we support under the hood, on top of which I and my engineers build use cases. And that's fun and, you know? And so then we sit down with customers. And, you know, back to these customers that were visiting us this week. They're saying, Well, what about this admin use case? What about this bulk action use case? You know? So the use cases that I'm getting are coming like, fast and furious and better and better, and I'm just, you know, and all of these we're going to keep living into and serve. Yeah, I think

Steve 16:13

about the, you know, operating in an HR system as an administrator years and years ago. And like, you know, oh, we've got to transfer everybody in this one location. You know, their labor costs from one cost center to another cost center because somebody in accounting changed some rule, and that was such an arduous task, right? Finding all those people, making sure we got them all, and doing those updates and doing them effectively. I could see the day where you could just say, hey jewel or hey, whatever, right? Did they take everybody in, you know, Wichita Falls, and change their cost center to 12345, and just do it, you know. And

Dan Beck 16:45

now let me just one, one term earlier. Let me just go a slight go back, because you're reading this exactly right, Steve, but you said agents earlier. And so this idea, we introduced jewel, call it a year and a half ago, in production for our customers. It is our co pilot. We're doing. We're, we're breathing more intelligence into jewel. Jewels getting smarter. Literally, every week we're teaching jewel, for example, just tangible example, 10 new languages this quarter. 10, right, one English to you know, German, of course, German, German, Spanish. List goes on a mountain, flying out to Japan on Sunday. Japanese, Korean, and list goes on right, and it's it's getting smarter, it's getting better. The other key thing we've done with Juul, and this is one of the broader questions I've been getting, is, well, what about, you know, I've got, I've got Microsoft copilot, I've got other tools in here, and so we're in close partnership with Microsoft, opening up Juul to engage with, with copilot, so we have this bi directional interaction, so that it's not just like SAP works if it's just within SAP, it's a spirit of openness, starting with our custom, trusted partner and customer, Microsoft, to kind of open that up. But back to agents, I just want to say, you know, we two weeks ago, two weeks and a day ago, we introduced our new analytic offering, the business data cloud, but we also introduced a agent builder, and then we reminded the world about the power of the SAP suite. What's nice about the agent builder is we are introducing a series of agents, just think across the entire HR landscape. So learning and development, compensation, compliance, talent acquisition, you know, recruiting agents, but all orchestrated by jewel. So jewel becomes a super orchestrator and knows how to talk to third party products like copilot. So I think that's really going to serve our customers. And I just look forward to the day we're like, hey, you know, Steve, we asked the agent to go answer that question. We'll fetch that data, et cetera. Pretty compelling.

Steve 18:36

Yeah, it is very compelling. And at the same time, you know, companies like SAP SuccessFactors are always designing and developing with adoption in mind, right? Because you need these tools to be picked up and adopted by your customers, because to drive value right and into and to get that return on their investments, etc. Are there any specific things you've had to think about with regards to some of these AI use cases, or these AI agents to really, kind of, you know, plow the field, if you will, to help customers more easily adopt them. Is anything different than, say, just, I don't know, new features on a performance review or something like that?

Dan Beck 19:12

Yeah, a lot of it, we talked about the three Rs of AI, right? That it's, it's relevant, so it knows, knows something about you, it's reliable. So if I ask the same question today as the same question tomorrow, despite all this kind of changes in the underlying models, it's, it's still precise, it's still correct. It's not hallucinating, it doesn't introduce bias. And then lastly, it's responsible, meaning, among other things, that it's, it's legally correct, it's client it's not going to get my name in the headlines. And so we now have regulated industries. I'll just give you an example, like a you know, this is a public example, so I don't think I'm sharing anything sensitive standard. Chartered Bank is a key customer of ours, trusted customer. They're now in production with 85,000 employees across 50 geographies, 50 countries, with our generative AI. Their capabilities, and I can assure you, the energy it took on their side, on our side, to get them to a point where they were comfortable as a highly regulated, 150 plus year old global financial institution was a lot of work. And so that's the key thing that we are doing that's different than a normal feature. You know, normal feature, it adheres your normal T's and C's, etc, with AI, there's many more geographic considerations. And for every new foundational model, there's two or three regulations, right? And we have a team that we SAP. We have a team of experts to help guide clients through this. But that's that is, that is back to the tension I mentioned earlier. We we have to think of adoption, not just that the tech works, that the tech works in the appropriate language, that the Tech has the response that's delightful to you, that's now on mobile, but also that you can take advantage of it commercial, and the T's and C's, and that's what no and

Steve 20:52

one of the things that is exciting to people, I think, to technologists, but as well as to HR leaders and users, is that unlike really, Any other kind of technology you could think about. These technologies can improve over time, as they're used, right? As the answers get refined, as people give feedback to the models, as they learn, they start to improve and start to add even more value, right? And that's not like in the old days. You'd send out a quarterly release, say, and that's what it was. And in order to fix it, you had to sit back, go back to the developers, and wait for the next quarter release and try to fix some things or improve some things, right? This is, this is different.

Dan Beck 21:30

Well, I think it's different. And I, you know, and I do think that good product teams, you know, part of the promise of technology is that it's, it's improving over time. And I think probably the promise of SAS technologies in particular, is that you're you're you're you're, if you're actively listening to your customers, that that you have many opportunities, telemetry opportunities, direct kind of verbatim input opportunities to improve your offering, right? And and I certainly my message, you know, to both customers, but also my internal team, is we want to fall in love with solving our customers problems, not with talking about our products, right? We in deep partnership with customers, and customers have nuances. Global retailer, different than global consulting firm, different than a federal agency, different than a large financial institution, right? So we need to know their problem and help solve it, but, but I do think the pace of innovation is exciting, and literally today, we are at this statement, at this point in time where I'll give you an example we we are introducing for our Learn. You know, one of our offerings, a learning offering, right? Learning, very often has video content. We now have the ability, thanks to some progress and some of the Gemini foundational models, to make sense of video content. So now you can ask jewel a question about a video. It's a four hour video. Took a learning course. What was that course? Steve, that I What was it take? It the exact second in a four hour video, answer your question. Amazing stuff. And like, that's fun. So now we're sitting down with customers in the spirit of partnership and saying, wouldn't it be great if back to that admin use case? I had a great one the other day. The client's like, Could we just have, like, an AI health check. Just tell me what I should be doing. Make a recommendation back to your admin. Use example. It's like, Am I in the latest stuff? Is there anything more I can be taking advantage of? And this is a great time of innovation. Let me say it differently. I think the next couple of years of HR Tech because of AI and because of the investments companies like SAP have made, we live in a competitive world. I'm not naive to thought that others are doing cool things with AI, but our ability to serve our customers is gonna be more superior to the prior 20 years. I mean, the kind of things we were doing 20 years ago, we were getting workflow to work in the cloud. We were making things persist, getting people to log in make sure it was secure, hard engineering problems. Today, we're asking questions of your pay slip and getting answers in real time. I mean, it's amazing, right? And so the the promise that I think, literally, my entire career, was that we're going to do two things. We're going to help your employees be more productive and have a great employee experience. We're tantalizingly close to that possibility. It's

Steve 24:01

remarkable the improvement in capability and user experience and relevance and impact that technologies can have on people today. It's yeah, I'd agree with you. I've been in this space a long time, too. And yeah, I think back to while I things I did 15 years ago. And oh, this is the coolest thing ever. You can enroll in your benefits online instead of fill out a paper form. And it was cool right back then. That was pretty cool. But, yeah, it's doesn't wait. We are

Dan Beck 24:29

taking on premise workloads and putting them in the cloud. We're taking annual workflows and putting the cloud. And you know, we have great capabilities now, I appreciate you mentioned adoption, because one of the newer members of the sap spanley is a company called Walk me. Saw

Steve 24:43

that, Dan, by the way, I knew you were going to say, walk me, yeah, go ahead and talk about SAP,

Dan Beck 24:46

acquired in September of last year. Finalized the acquisition September last year. What an opportunity. So now we are able to bring a robust digital adoption platform, walkme. To our customers. So when they say, Hey, for that first onboarding flow, for that first experience, for that annual compensation cycle, et cetera, for that new manager, we can not just have a great user experience, not just have the ability and invoke jewel, but like guide them with walk me and have a great feedback loop of how's it really going? Are there points of friction in your, you know, Northern California group versus your Southern Illinois group, right? And then iterate from there. And so clients love that. And of course, it's not just SAP, it's cross applications. Some point you need to go from an SAP app. We'd love for you to stay in SAP, but, like, the world's heterogeneous, right? And then you go to a third party app, and oftentimes that's where the drop off is in that user experience. So So again, you know, in the in the in the scope of, like, longer term future, you would expect AI and agents to do many of these things, but in the near term, why not have a fantastic adoption capability to ensure that digital transformation?

Steve 25:55

Yeah, Dan, thank you for sharing that. And you sort of jumped into, like, what was going to be my last question for you, which is kind of the future, right? What's, what's exciting you about what you guys are doing at SAP SuccessFactors? Where's the next 112? Years? And you talked about some of it. If there's maybe, without giving it away, right? We're gonna give you a don't want you to give away any, like, secret roadmap stuff or anything like that. But if there's, like, one thing that's out there, boy, this is going to be really cool when either we get there as SAP SuccessFactors, or just we all get there as an industry, is there something out there that's got like a twinkle in your eye? They're like, boy, this would be really cool if we get there. I

Dan Beck 26:30

I'm going to kind of hedge a little Steve and say two things. So, so two weeks ago yesterday, SAP announced the business data cloud. So this is a broad based analytic offering that in practical terms for our SAP SuccessFactors customers, we will have a killer people analytics capability. So think of that all of those analytics that you always wanted to do with your workforce, demographics, headcount trends, span control, et cetera, and giving way to strategic workforce planning with full scope of your data, right, not just your people data, your finance data. Oh, you've got a whole cadre of contractors, your field glass data, and, of course, your third party data. And we announced that in partnership with Databricks, which is like a fantastic partner, to enable not just that sort of like core machine learning generation, you know, predictive model generation. But also, oh, in the spirit of openness, to open up to third party tech, that's exciting. When I talk to clients about that, they are really keen to get their get their hands on the business data cloud from SAP. But related to that, we also introduced our agent builder. So this idea that really, it's aI meets data. So ask the system a question, have the system go get something for you analytically and then bring it to your fingertips. I'm super motivated by that. Very excited. It's a cross SAP initiative. So it's not just unique to success factors, but my gosh, just from you've been a practitioner for some time, like, just the idea of, like, having your people, your workforce data, at your fingertips just yesterday. I mean, this is just a true story from yesterday. We showed off the business data cloud client says, Oh my gosh, that would take us six months to do, right? And it's like, right there a step away from Ai. So I think this idea of AI better. AI use cases, I mentioned admin use cases, bulk activity use cases, you know, new things capable, you know, made capable by the underlying models improving. And, of course, our investment, but AI meets data, it's, it's going to be a killer. Yeah,

Steve 28:29

I think that's a great way to wrap it. At the Ask my pay slip thing is, like, phenomenal, right there. So, like, that's my, you know, I can't wait to see that. And I'm sure folks will love getting their hands on it. Dad, we could go forever and ever. I know you've got lots to do. You mentioned you're getting on a plane in a day or two to head out to Japan, so I do appreciate you squeezing us in little bit of time today, on a Friday, we're recording this for the first system of record show. But really, just to get under the hood, a little bit about some of the exciting things happening at SAP SuccessFactors and in HR tech more generally, with one of the leaders in the industry. So Dan back, thank you so much for spending some time. Thanks very much. Really appreciate your inaugural guest on system of record. So you'll have that never take that away from you no matter what else happens. Dan,

Speaker 1 29:13

finally, Steve, you've given me credibility in life. Yes,

Steve 29:17

you'll always be number one. Dan, can folks want to get in touch with you, or connect with you, or SAP SuccessFactors. Where would you ask them to go? I

Dan Beck 29:24

mean, just reach out directly. I'm d.beck@sap.com so easy to easy to reach me. No, we've got a whole team, you know, global team. So we're here to serve and we're here to compete. No, we're not afraid to compete to serve our customers. So awesome. I love that. All right.

Steve 29:38

Dan, thank you so much. We really appreciate it. We'll put some links to some links to some of the announcements too. Dan mentioned in the show notes as well for folks to check out. So thanks everybody for listening to the first system of record podcast. We are part of the HRHappyHour network. If you enjoyed today's episode, be sure to subscribe wherever you get your podcast. Give us an update. Give us a give us a five star review. Tell Dan how great he was. I think he was great too. You. Thanks for listening. We'll see you next time on system of record.

Unknown Speaker 30:03

You.

Transcribed by https://otter.ai