

Sparks Fly: How an Employee App Ignites Growth at Spark Power

Interview Transcript

0:17 Jason: Hello and welcome! Today we are talking with Spark Power cofounder, Chief Investment Officer, and Head of People and Culture Eric Waxman, along with cofounder Blaine Ornborg from HR Cloud.

We're going to unpack the story of how Spark Power has enabled the employee experience and how it transformed their teams to access and distribute the most important company information.

With Spark's recent venture into the United States, we're going to talk about how that might have changed some of their strategy, and also just understand the full circle of employee experience where HR, IT, and communications all work together.

And from a leadership standpoint, too, how that message can be cascaded to an organization. We're really excited to have both of you here. Thank you so much, really appreciate it!

1:11 Eric: Thanks for having us.

1:12 Blaine: Thanks for having us.

1:13 Jason: So right off the bat here, Eric would you help us understand a little bit more about what Spark Power is and as the Head of People and Culture how many people you have on your team and how your communications works?

1:30 Eric: Absolutely, Spark Power is what we like to term as an integrated solutions provider throughout North America, and what that means is we help companies with all of their electrical servicing, their electrical infrastructure needs, everything from servicing and maintaining assets like renewables like solar and wind assets to everything from what we say is pool to product, from the power line on the edge of the road into the facility inside where companies operate. That total electrical infrastructure that's there, the switch gear, transformers, everything that's there, our guys' service, maintain, design, and create solutions.

Really the goal is helping our customers become more sustainable, more efficient, ensure their power reliability, and help them maintain cost.

2:30 Jason: Excellent. And in terms of how many people you have in the organization across the board?

2:34 Eric: We're just over 800 people across our organization. We started this business back in early 2010 with four people and we've been growing aggressively ever since then.

2:51 Jason: That's wonderful. Blaine, would you mind telling us a little bit about yourself and HR Cloud.

2:57 Blaine: Certainly, HR Cloud is a global communications and human capital management provider for enterprises. We have offices in the US as well as in Asia and Europe.

3:12 Jason: Excellent, thank you very much. So let's get into it. Let's get into the fun stuff here. So prior to having Staffbase and HR Cloud, from some of the offline conversations I've had with your team, I understand that there was some disconnect between the employee experience and how Spark engaged with the staff. Would you be able to help us understand what that looked like?

3:35 Eric: Certainly, It started in the earlier days of our business when everybody was located in our head office. Communication, culture, employee engagement were relatively easy because everybody knew what was going on all the time because they were in the thick of it, right in the middle of everything.

But as we've grown and expanded and we're outside of our office, having employees understand what's going on and all the things that are happening out there and the communication with them has become extremely difficult. What we did originally was primarily through email communication and the odd visit when we would get the opportunity to go out to one of our other office locations out there, and so that became very difficult to have consistent ongoing communication and really have employees as we grew continue to feel connected with Spark Power and the overall vision and goals of the company.

4:45 Jason: That's something I'd love to expand on a little bit. The more organizations I talk to and the more that they grew at a rapid pace, especially like yours from four people (which is not even a full pizza potentially) to 800 people. Trying to find a way to make the folks that are out there making Spark Power what Spark Power is feel like they're a part of something, what were some of the challenges that you've had with trying to ensure that folks felt that way?

5:20 Eric: The challenges were helping them feel part of the company and the overall vision. It's just through if people aren't told or don't know what's going on.

We have a bunch of people who are out in the field and a bunch of different companies that we've acquired, as well as grown organically. And so when you deal with that challenge, those companies might have an affinity for the business that they've been in or the work that they're doing in that day, but if they aren't ever connected and know what's going on with the larger vision of the organization, you're not going to get alignment. That was a real challenge with us of people saying 'Do I have any affiliation with this entity known as Spark Power or am I really just going and doing my work day to day and that's all I focus on?'

And for us it's much more important than that. Our people are our greatest asset, and having them connected and understanding is key. There's two ways that that happens. Overall communication, two-way back and forth in some sort of channel that we're able to do it, but also connection through the managers and the leaders of those businesses and how we communicate with our staff and the people in the field through that channel as well.

Are our managers communicating and sending the message and giving the shared vision? Or are they just focused on saying 'Well this is what corporate wants.' Well that doesn't create a strong culture of employee engagement with it. You need everybody to buy in and have an understanding of the vision and understand why everybody is working so hard to accomplish a greater goal.

7:11 Jason: Yes, you mention that part of the challenge is when you have acquisitions. I find that so fascinating in terms of, you have a culture established but then in a sense you're saying to this other culture 'Hey, take a look at this one' and I can only imagine the challenges. My assumption is that when you're evaluating organizations that you're looking to acquire, there is at least some sort of parallel to the culture.

7:40 Eric: It's extremely important. No two cultures are the same, but you look at it and say 'do you have similar thoughts and views on how people should perform or how you treat your employees or how you want to grow the business?' All of those different components that you look at and say 'do we think this company can be successful with how we like to operate our businesses?'

8:12 Jason: Interesting, and just to expand a little more on acquisitions, Blaine I know that we've talked offline about some of the challenges that land on you quite often are relating to acquisitions, in terms of how your organization has operational abilities to help very quickly and streamline acquisition information that needs to be accessed to them.

8:35 Blaine: Yes, that's correct. What I believe Eric is explaining to us is spot on. With most of these acquisitions, 80 to 90 percent of your employees are remote, they're in the field, they're diversified employees. They might not even go into the office on a daily basis, so you have to have the ability to develop systems that are employee-centric from a communications perspective and that communicate very rapidly as well as accurately in multiple languages to these employees on a global and worldwide basis.

9:11 Jason: Interesting. Now with one of the parts you were talking about with expanding, you've also now moved into the United States. I would love to understand why you looked to move and then also some of the challenges that you've had to overcome.

9:30 Eric: So the US is an opportunity and a challenge. There's no question about it. Why did we decide to go into the US? Number one, the size of that market. That's a huge opportunity for us to expand, there's no question about it. But where does it get its initial foundation? Really, customers pulling us into that market.

'We have customers that we service here in this country that have operations down in the US and they really love the work that we do for them and they have asked us to come down there and provide those services to them in the States.

So when you can grow by having a customer pull you into that market, we've identified that as a real good way to start your expansion and growth into the United States. And then it comes to starting to explore and do the proper research into the market, where the opportunity is, and then plan and make your steps to enter that market.

The challenges of going into the US are even though we don't seem to think we're very different, there are a lot of things that we have in Canada that are absolutely different from the US. Our healthcare system, our social network that we have in this country is different, and that requires different types of benefits and things that employees need. Also there's regulation differences that seem to be different not only state by state but also community by community within those states or jurisdictions. So there's a lot of differences going into the US and we're learning a lot as we venture and head into the US.

11:32 Jason: Excellent. So, I would love to understand a little bit more about your vision of how you ended up here with a combination of Staffbase and HR Cloud. Just listening and trying to summarize what we've talked about so far, it sounds like you understand that there's an absolute need to make sure that whether it's from management or with feet on the ground all over, whether they're in the United States or Canada, information needs to be shared and information, or data, or whatever it may be, needs to be accessible.

I'd love for you to help us understand your vision of where you see this experience occurring and how you plan to roll it out to the entire organization.

12:21 Eric: So, the combination of Staffbase and HR Cloud is what we have branded SparkLife, and so that's what we refer to the two of those together. SparkLife is a critical tool in our business, we have a big vision for that and I'll probably talk more about that a little bit later, but the idea behind bringing those two together is that the team did a lot of research to find the right tool that we wanted to utilize in our business to better facilitate two way communication, employee engagement, onboarding, HR, having a single source where all of our employee records and files are, and having employees have a single spot to access everything they need with respect to the company, whether that's from information, whether that's from tools, whether that's from everything with respect to their employment with that company.

We want a single spot that employees can go to that's rapid in communication, and a tool that makes people feel like they're part of a larger organization. So we looked at a lot of large massive software companies who have these tools and quite honestly they weren't for us. And they weren't for us because they're more of 'this is our tool' and the amount of flexibility they were able to offer or willing to offer us was not there. 'This is our tool and these Fortune 500 companies utilize this tool, and so take it or leave it.'

And so we were like 'Well we'll leave it.' We want to utilize tools that people are going to be able to work with us and work with our needs and have tools that are flexible enough that allows us to achieve the vision that we have for SparkLife.

14:22 Jason: That's wonderful. I think you really touched on something that gets overlooked quite a bit, at least when I think organizations are trying to figure out how they're going to accomplish what you've just described. And it's what you talked about, what is that experience going to be like? What are the human beings who work for Spark Power going to have to do to accomplish whatever it is that you're pushing out.

And the idea of just having that one single location for, whether it's onboarding, whether it's accessing my payroll and benefits, whether its accessing corporate leadership messaging, things of that nature, to make that a singular experience, I really love that quite a bit.

To flip that coin on its head, it also requires a really interesting collaborative group of people within your organization to be working together, and I've been fortunate enough to meet a good chunk of those folks and they really share your vision and the desire to do that, and I think it's really interesting the way you put it in terms of whatever that information is, it needs to be presented in a way that can be manipulated to your benefits and to your vision.

How soon did you know in this journey that this wasn't just a single person that needed to do this, but that it really requires a committee within Spark Power to accomplish it?

15:50 Eric: Yeah, you definitely need a team and it's a team that is representative of the different people throughout your organization because if I just sit there and say everything that I want on it, there's no way that that's going to meet the needs of everybody across this organization, and so putting together the team from number one, different components or different areas of our business, and that's whether that's people from the field or people from head office, up and down the organization in terms of seniority and leadership, getting input and having that kind of involvement is critical as you design what the needs are going to be of a tool like this.

And number two, making sure that the team that's actually physically developing and creating this tool, there's a good representative from the different functional areas of our business. And whether that's an operations focus, an HR, we call it people and culture, but an HR focus, a marketing and communications focus, accounting and finance. You know, really bringing the spectrum of everybody within our company allowed us to develop a product that we feel very proud of, which is representative of all the people in our business. And it's doing a really good job of facilitating the communication and the needs of our business.

But it never stops, we don't stop with it. We continue to meet regularly and say 'How does this continue to add value to our people? What is working, what isn't, and how do we continue to evolve SparkLife within our company?'

17:40 Jason: Well let's talk more about that. So what is your vision going forward? What's next? Leveraging both HR Cloud and Staffbase together, where are you headed?

17:49 Eric: Yeah, so that's a good question because that's exactly what we're focused on.

Today, SparkLife is primarily an information and communication tool, two-way communication tool, within our company and that's fantastic, it was great for the launch. But we have a much bigger vision for this tool. Our vision for this tool, and once HR Cloud is fully implemented within our business, we're creating hooks into the other software that we utilize in this business that people use in the field.

The vision for SparkLife, supported by Staffbase and HR Cloud, is really going to be the single source and single point of reference for anybody from before they're hired or just as they're being hired into this company through to their time of retirement, and day to day what they need to do outside of turning the actual tools that they use to perform their tasks, everything else that they need to do within this organization they do and they access through the SparkLife app. And that's the vision for this product and that's

where we will get it to. We still have a lot of work to do to get there, but we will get there and we have a roadmap and the right team to execute that.

19:09 Jason: I think one thing in particular is the whole road map you just described is very intriguing and exciting and makes we want to ask about 1,000 questions but the one question that I find is really compelling is for people that are considering being part of the Spark Power team. Your vision is to provide an experience even before they're hired. Can you talk a little more about that?

19:34 Eric: Absolutely, really the vision is you go through the hiring process, ours is a people business and hiring the right people is critical. We've been growing like crazy and attracting and retaining people is a critical component to our overall success, and so how SparkLife, Staffbase, and HR Cloud will play a role in that is as soon as someone has agreed, they will get access to the SparkLife program. In that they will be able to get their employment agreement, review their employee agreement, any online training that we need, from either a health and safety component or other type of training that they would require to have before they even start their first day of work. That can all be accessed through the SparkLife app that they will be able to access either through their cell phone or on their computer.

They will execute and complete all of that before they even start working with us so that when they do start working with us, day one they hit the ground running and you get over that onboarding period where you're spending a lot of time and resources from either people here having to run people through that or just the lost time of having people doing that, and it's really inefficient. So it's really going to improve the efficiency of our onboarding process. It's going to allow them to learn a lot more about the company as well too, not just from going to our website and looking at it, but there will be videos that they can look at, messages from the CEO, checking out our blogs and understanding some of the history of the company.

There are so many more and real things that we can provide to people before they even start with the business that when they come, they already feel like they have a good familiarity with the business and they're ready to start being a productive employee on day one.

21:28 Jason: That's incredible. Just to continue down that road of this vision that you have, something that I'm so curious about, and I have to look at my notes to make sure I get the numbers right, but you have over 35 offices and you said that there are 800 people working at Spark, and just to go back to one of the first things we talked about, with four people it's really easy to ask someone a question. How do you find a way to get communication to feel like it's just like those four people that it used to be? What's your plan around that?

22:08 Eric: Well, that is one thing that we really like about the Staffbase product and why it's the foundation of SparkLife. It's because we're able to create segments in the product so we can segment the different offices, we can segment regions, and that allows us to design and target specific communications or information for those. Whether it's from a communications standpoint, it can be 'this message goes to this group because it's not relevant' like an Ontario company picnic, for example. We're not going to send that to our staff in the US and Western Canada, we're going to send it to that certain region.

But there's other things as well if you look at it, there's different benefits information for people in the US because they're dealing with things like 401k and different types of benefits versus what the benefits program is here in Canada.

We try to make it uniform from an overall company standpoint but the elements of those plans are very different based on the different markets that we have. So we're able to set up those different segments within it so that employees in the US, when they access SparkLife, the information is pertinent to them versus when it's in Ontario it's pertinent to what's going on in Ontario. That's been a critical function and an important function that we really liked to be able to have that be more targeted.

We have our general company-wide information that goes to everybody, and that's great and the overall experience is the same regardless of where you are, but we are able to target the specific areas for the specific needs of our different staff and segments.

23:58 Jason: I think you're really tapping into something. I've seen with the most successful organizations that we work with, they're not focused on one channel. They're looking at all of the channels and finding an opportunity to ensure that there's a reliance on the application, and so it might be that picnic that people say 'Oh, I can't wait. I get to hang out with the staff, it's going to be wonderful!' But it also might be 'I need to access my PTO request, I want to see what's going on there. I need to access my health benefits or I just want to get a general sense of what's happening over here and what's the vision of the organization?' I don't think it's one single channel.

24:47 Eric: It's multiple channels. It's 'I need a logo to put on this document that I'm sending to a customer. I need to reach out to somebody at this branch over here because I have a question about them and I don't know who to reach out to or where to find that person and I'm not going to spend half a day looking for somebody. No, I'm going to pick up my phone and that's who I need to talk to right there and I know I can connect with that person through SparkLife.'

That's an immensely powerful tool that allows people to be more connected but more efficient and effective in how they operate on a day to day basis and it really brings a really dispersed and diverse group of people a little bit closer together.

25:34 Jason: When you're hiring someone, how do you describe the application experience? Do you have sort of a 'You need to download this and go through this channel. This is how it works?' I'm so curious how you explain that.

25:46 Eric: Well it's something that we're just rolling out so I don't have a lot of experience to tell you today that this is how we've done it but I can tell you how I envision that that's going to go. It's something that we say 'we have SparkLife, which is a tool that we use that you will be able to instantly feel part of the company and be able to access all the information that you need. So if you want to get up to speed, if you want to feel and become as prepared as you can for everything that you need to do when you start your career here.'

And that's what we're talking, we're talking about building careers at our company and having people start here and be able to develop a career path with it, and this is a tool that is going to not only help you get more familiar and be more familiar when you start, but it's going to be a tool that you're going to utilize each and every day of your working career and help you along your career path with Spark.

26:52 Jason: That's SparkLife. That's so perfect. What has the experience been, I guess if there are any metrics you could share, just out of curiosity where you've seen some increase versus the experience that you had prior to making this decision?

27:11 Eric: Yeah, we're constantly monitoring how SparkLife is performing and how we can continually improve it. But we're very encouraged by the metrics and some of the KPIs. I don't have them all off the top of my head but some of the key things, I know before when we would track, before SparkLife and that communication when we'd send out email communications we'd track how many people opened it and spent time on it and clicked on it to go to somewhere else, and that engagement ranged depending on what it was. Typically anywhere from about high 30s or 40 percent up to sort of high 60s with it.

With SparkLife, we're into the 80 percent range in terms of employees who are utilizing SparkLife. They are spending more time, we track different things. With employees there's a lot of engagement, a lot of reading of C-suite blogs within our organization, people understanding or getting a better understanding of what some of the leadership in the company, our thoughts on or comments on regular life, and a lot of engagement around how we like to spotlight and highlight different employees across the company. We call it 'My 6 Big Things' and there's a lot of engagement and utilization around understanding the different people across the company.

So seeing 80 percent of the people in your company read a story about one of our technicians or someone in the office here and what their interests are and what they like to do, that's really neat to see that type of engagement out there across the company.

28:59 Jason: Absolutely, that's excellent. And it seems that since you have so many feet on the ground, and this is actually a question I want to ask both of you, being able to have access to all of that pertinent information on a mobile device seems to be paramount. I know that there's also the ability to access it on a desktop computer too, which when it's available it's there, but I would love to get both of your thoughts on really starting to leverage mobile, what do you see the future holds? What's next? If okay, we've acknowledged that mobile is key, what should we be thinking forward about that next level of leveraging such a tool?

29:40 Blaine: Great question. What I'm hearing Eric talk about is the experience that a new employee has but I really believe what's going to happen is in his organization he's going to find that those employees now become advocates and it helps him particularly recruit new and other types of individuals to his organization that have the same type of values as he has already reinforced through the use of these applications.

We know that that is effective. It works very, very well, and I think what you'll also find is there will be an increase in your overall sales efforts because now those employees that are connected through social networks will become advocates of your products and those expansions we see where increases are in terms of percentage points, of additional sales volume, in addition to the ability to help on retaining employees, because we also know that with the economy, particularly in the US, 3.7 percent unemployment I think was last week, we also know that it's at this highest point in time now of people actually resigning. So you have a lot of turnover in that marketplace.

So that means by utilizing these tools and capabilities that we've been developing jointly, it's going to create more engagement by your employees. There are going to become more advocates and I believe that you're going to find that the traditional types of retention are going to be even better than ever before.

31:28 Eric: Yeah, I completely agree with Blaine. I also believe that the use of mobile is just critical. For everybody, their cell phone is what they use. And we are setting up for the cell phone not even just to be an information and a communication tool, but also to be able to be able to perform their functions. Like I said, everything other than turning the tools that they use to perform their job, but there's all types of health and safety applications that they need to do to be able to perform their job, there's report functions and information that needs to be relayed to customers.

All of that information is done no longer on pencil and paper, no longer on the laptop, it's on your handheld that's there, and all the functionality is there that they can perform all the things that you don't have to go back to the office and spend an hour writing a report for now. It's all there on your phone that you're able to do while you're performing your function out on the field. And that's where the future is going and that's why we're really looking to incorporate all of the different software components within our business, our operational software components, our ERP systems, everything all access through SparkLife.

And then on the employee engagement and retention component as well, a key component of employee retention and engagement is allowing people to understand opportunities within the company that they have and if they want, if they're starting at an apprentice level and they want to become a project manager or branch manager, helping them understand what that growth looks like in terms of what they need and what they require and what they have and how they're moving on that journey.

So being able to give employees, though the app with HR Cloud and Staffbase in SparkLife, to be able to say 'okay if I want to go on that journey, this is what it looks like.' 'Oh and hey, here's all the different opportunities that there are within Spark. So even if this is an area that I'm not happy with or I'm looking to move out of, maybe there is an opportunity within our company that is interesting to me so I don't have to leave.'

The investment in people is tremendous. To train people, to get them up to speed, it's significant. And it's terrible, it's a loss of that investment when people walk out the door for no good reason. And so being able to give people opportunities in other parts of the company, maybe they need to move for a family purpose to another geography. Well we have branches all over Canada and the United States, so that shouldn't be a reason for somebody to leave. We can get you into another branch. But having that knowledge and that understanding through SparkLife is allowing us to not only attract but retain our people as well.

34:35 Jason: Excellent.

34:37 Blaine: Additionally, what we see, to add on to these applications in the future, there's going to be more recognition and rewards, because you can tie those types of systems together and provide instantaneous recognition and rewards on a one to one basis or one to many, on a peer to peer basis. And now what you've done is you've taken that employee experience that we talked about earlier upon hiring, upon training, upon engaging in the organization, and you're now creating a very powerful cross functional team dynamic that rewards and recognizes employees for a job well done.

It's very difficult as a manager, as a leader, to try to do that when you're 2,000 or 3,000 miles away from an organization and they're all remote and you can't see them or talk to them everyday. But now you can, and you can do it instantaneously with these applications. It's really exciting.

35:33 Jason: Yes, I'd love to get both of your perspectives again because I just enjoy listening to them! If you were at a restaurant talking to someone and they just happened to mention, maybe they are a business owner and they're struggling with some of the stuff that you've talked about. They have a dispersed workforce, and they know that because of how many feet are on the ground, they have to go mobile. What would you say to that person if they're really trying to understand 'How do I even start looking into

this process?' What would you recommend that they do in order to start that journey?

36:16 Eric: From our perspective and learning lessons as we just recently went through that journey ourselves and continue to expand and go through that journey, is that it starts with putting together the right team.

The right team of people to be able to build a tool that's going to be used and accepted by the staff, that's step number one. From there it goes to what are your needs as an organization? Are you okay with something that says 'this is the box, this is what we offer.' Does that fit? Your team will dictate that and tell you the answer to that. You need something that's more flexible for you that you can help design and you want partners in that journey to work with you to help sort of meet the maybe unique needs of your business.

That's the starting point and the foundation. And then when you start with that and figure that stuff out then it starts to build. But my suggestion, you know the development of SparkLife was a year process just to get it off the ground, before we even started bringing you guys together and started to develop the content and what it was going to look like. That process took us a year because we wanted to make sure that we had the right parties, that we had the functionality and we had the flexibility that we would need to meet the vision that we had created. The vision started, a couple of peoples' idea, and then you bring together the team and then it continues to evolve.

So I wouldn't jump into it and say 'Hey, let's sort of create our vision around this software.' Let's create the vision for what we want and then find the right partners to be able to help us execute it.

38:15 Blaine: Yes, that is excellent advice and I would just amplify that by saying be patient. The solutions are out there. And rather than try to force some type of financially dependent ERP system into your operation, look elsewhere, because these systems are really not designed to be employee centric. They were designed for compliance, and now once you go out and find that there are solutions like those provided by HR Cloud and Staffbase, I think you're going to be very pleasantly surprised as where you can go.

And as for your example of being in a restaurant, we're working with several very, very large casual restaurant and fine dining chains now and they have very difficult times with turnover. Their turnover in many cases can be 60 to 70 percent and the cost for them to hire and retrain a person can be in the neighborhood of \$7,000 per employee. You multiply that by hundreds of thousands of employees and you're talking about large large sums of money.

And here before, organizations really didn't have the ability to connect the dots but now they can. They can utilize multiple technologies, but again taking it all back, it needs to be employee focused, employee centric, and that's where you really get the value. And

we're just delighted to be part of this.

39:43 Jason: Speaking of value, I think sadly when I'm at events, maybe it's an internal communications event or something of that nature, a lot of the people that I speak with don't have the opportunity to have this conversation with folks that are in leadership positions and they're concerned that they're not going to do a great job of selling the value of doing something like this. And I'd love to see if you had a small paragraph that you would like to say 'This is why it's valuable.' I'd love to just hear your thoughts on that.

40:14 Eric: Okay, so from our standpoint, our employees are our greatest asset in our business. Efficient and effective two-way communication is critical if we're going to meet the needs of our business and grow, and having a place where employees can feel connected with an understanding of the company as we get bigger and move further from center, so to speak.

So the biggest value that a tool like this has is that it really facilitates that connection with the employee, the understanding of what the company's core values, vision, messages, communication, what it has to offer, that's the value that SparkLife brings to Spark Power.

41:11 Blaine: I also think that Spark Power is an excellent example of an organization that has millions of dollars of hard assets, and they're now recognizing that those hard assets, while important for them to deliver their service to their customers, more important are the employees and the employees now are probably making up more than 80 percent of the overall value on a balance sheet with their intellectual capital that they bring.

So now what we have to do as business leaders is to recognize that shift, and recognize how important employees are to our organization. They are our greatest asset. And then figure out what we can do to help them do their jobs better. What can we do to help them communicate, engage, and also become ambassadors of our brand? And how can we help them encourage one another to learn and to recognize individuals and to be part of a bigger and greater team?

There's a great opportunity right now, I believe, on a worldwide basis, for companies to get together and come up with solutions like this.

42:23 Jason: Excellent. My last question, and usually my favorite question because I ask everyone that I do these episodes with, is is there anything in particular that's especially fun that you're working on right now that you would like to talk about? Unrelated, it could be whatever it is, anything that's project related or whatever you'd

like.

42:41 Eric: Fun? I mean what I'm working on fun is actually hopefully a week of vacation with my family. That's something that I'm working on that is fun right now!

But from a business standpoint, what we're working on that's really fun right now is the rollout of HR Cloud in our business. We're really looking forward to it, and a lot of the work that's gone into it hasn't just necessarily been about the fun, it's been a lot of hard work. But we're really excited for the impact that it's going to have on our business when it becomes an operational part of SparkLife, with that whole employee engagement and record functionality. So that's something that we're really excited about.

43:33 Jason: Wonderful.

43:34 Blaine: Fun for us is just the ability and opportunity to serve customers like Eric and his great organization and the great professional employees that he has. That's what really gets us going day after day and we just appreciate the opportunity to be able to serve him and continue to partner up with Staffbase.

43:55 Eric: And the other fun stuff that we do is we're always continually working and saying 'What are new things that we can launch from an employee engagement standpoint in Sparklife? What are different things that we can bring to SparkLife that will get employees more and more connected with the company?' And whether that's an area where the employees have put their favorite recipes or workout tips or health and wellness advice, just coming up with all the different ideas where we can engage with the employees and continue to evolve and grow SparkLife, those are things that we continue to work on that are fun to brainstorm and see how they are received by all of our employees.

44:48 Jason: Excellent. Blaine and Eric, thank you so much for your time. I'm very interested in seeing how this particular episode can help folks that are investigating this experience, and understanding what it actually means.

You guys provided some really interesting perspectives on the bigger picture of why this is so important, along with some really interesting tactical aspects, too. So thank you very much for your time and I look forward to hearing more about your successes together!

45:24 Eric: Our pleasure. Thanks for having us!

45:25 Blaine: Thank you.