



Eddie Lou

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ABOUT **EDDIE**

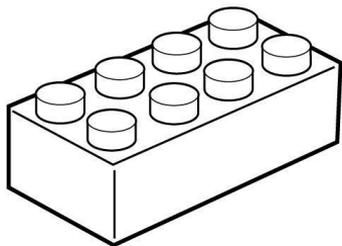
Seasoned UX and Engineering Leader with a proven track record of **leading, scaling, and maturing design and engineering** organization to deliver world-class user experiences, exemplify engineering excellence and align with company goals. Expert in developing and implementing **design systems**, fostering **cross-functional collaboration**, and defining **UX strategy**.

Author of [Design Engineering Handbook](#) published by Design Better, InVision.

My Roles @Indeed



Eddie Lou



User Experience Experience Platform Team Senior UX Director

Help Indeed deliver a **world-class** end-to-end user experience with a focus on **consistency**, **scale**, and **efficiency**.



Design Engineering Functional Leader Head of Design Engineering

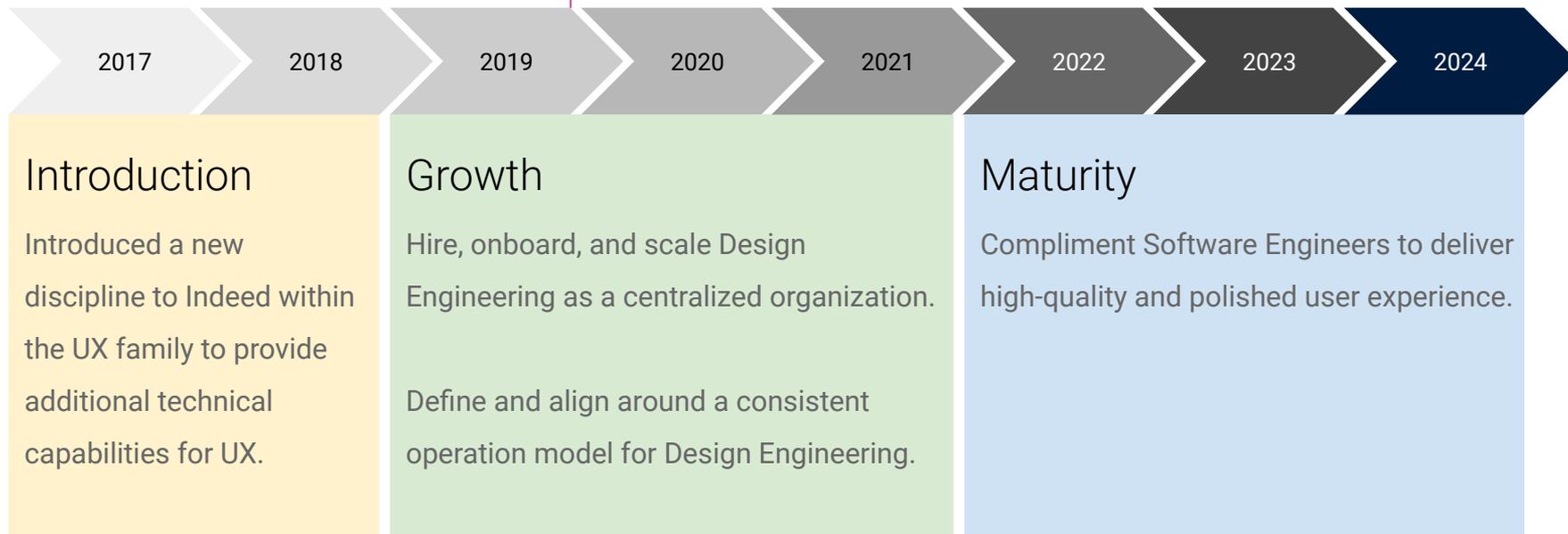
Help Indeed deliver an improved user experience in **production** by defining **UI development** best practices that **bridge** the UX and Engineering organizations.

Role #1

Design Engineering

Role #1: Design Engineering

Indeed transitioned to GM model



Design Engineering

01

Accessibility Compliance

Compliance with Indeed's accessibility standards remains a critical legal requirement and delivers on Indeed's commitment to Disability Inclusion and Accessibility.

- Ongoing accessibility audits
- A11y remediation (Indeed-wide)
- A11y prevention through improved automation tooling and coverage

02

High-Quality E2E Experiences

Delivering high-quality product experiences that build trust and raise the bar.

- Fix Broken Experiences remediation
- Expand UX reviews/QA processes
- Regular internal product quality audits
- Expand qualitative research and discovery through prototyping

03

Elevate UI Capabilities

Enable and empower product teams to leverage the latest Experience Platform and Employer Patterns & Standards.

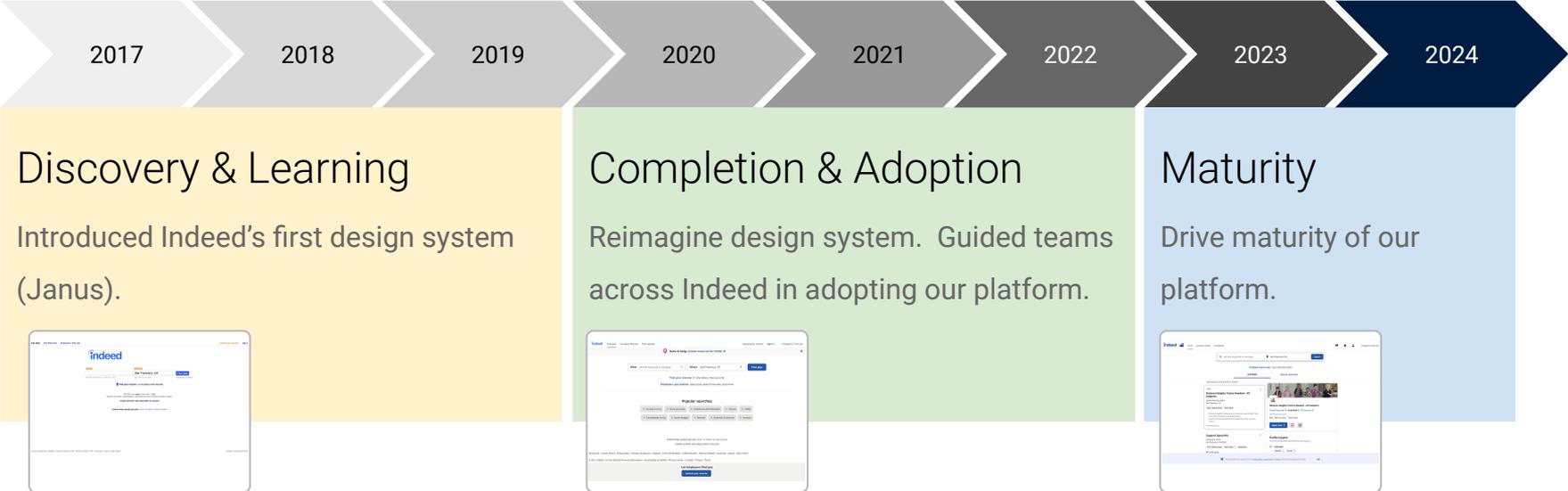
- Adoption of Experience Platform
- Polish and iterate the Visual Uplift theme at the product level
- Employer patterns & standards

Role #2

Experience Platform

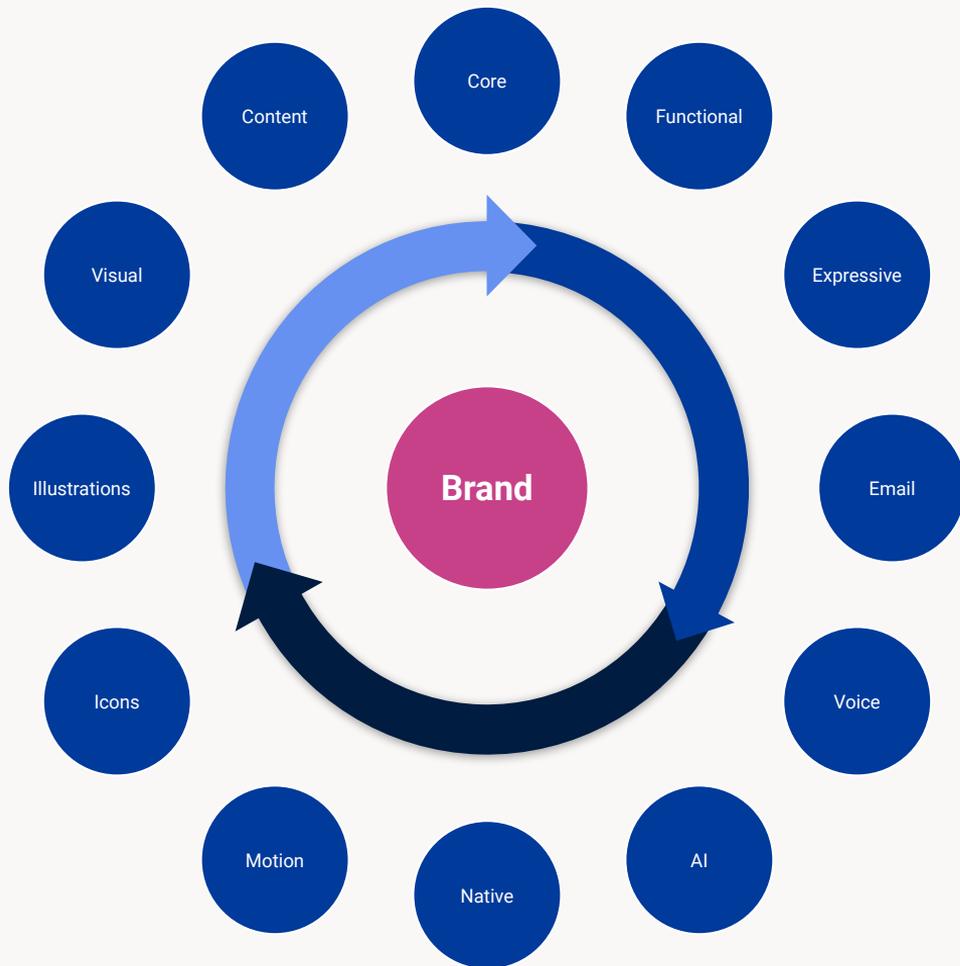
Role #2: Experience Platform

Indeed launched the new brand



Experience Platform Architecture

- Consistent
- Extensible
- Flexible
- Scalable



2023 by the numbers

308

Semantic tokens
added to the Indeed
Experience Platform

26

Articles published to
Indeed.design

46

Components added to
the Expressive System

270

Variants introduced to
Expressive System

171

Experience Platform
customer support
tickets resolved

239

Icons added to the
Indeed Experience
Platform

118

Illustrations added to
the Visual System

16

Guided support
initiatives completed

26

Email components
added to the Email
System

1128

Indeedians attended
the 2023 Indeed
Experience Platform
Conference

02-1

Semantic Tokens

01. **Semantic Tokens**
02. **Indeed Sans**
03. **Efficiency**
04. **Expressive System**
05. **Visual Uplift**
06. **Guided Support**

1 Global Tokens

The first layer of abstraction. They represent a coded value directly.



2 Semantic Tokens

The second layer of abstraction. They represent a global token.



Neutral



Primary

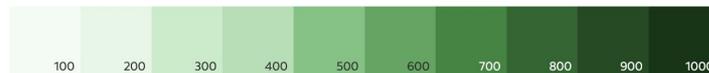


Expanded colors

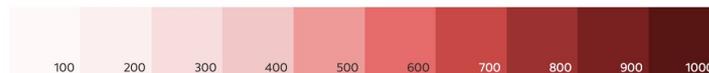
Info



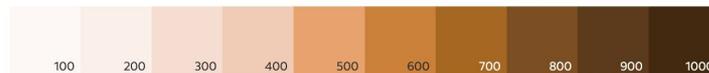
Success



Alert

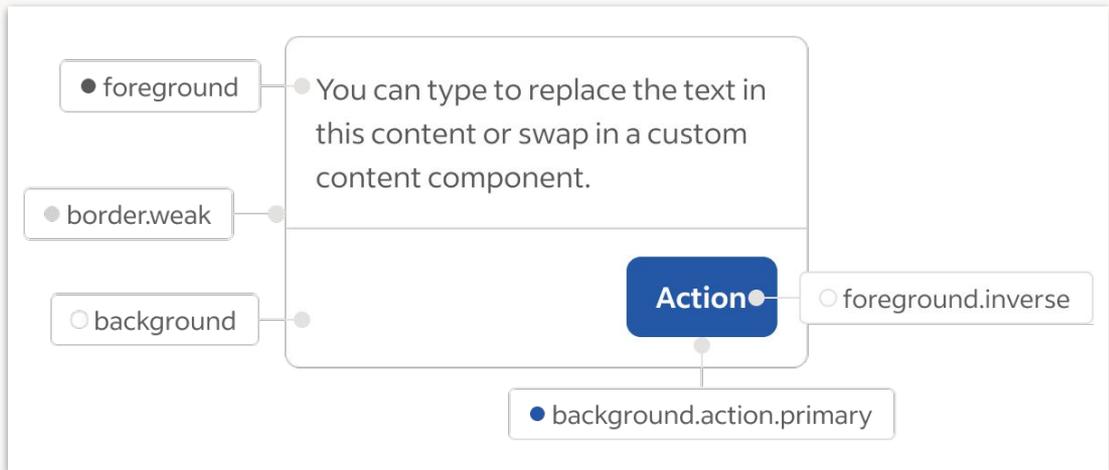
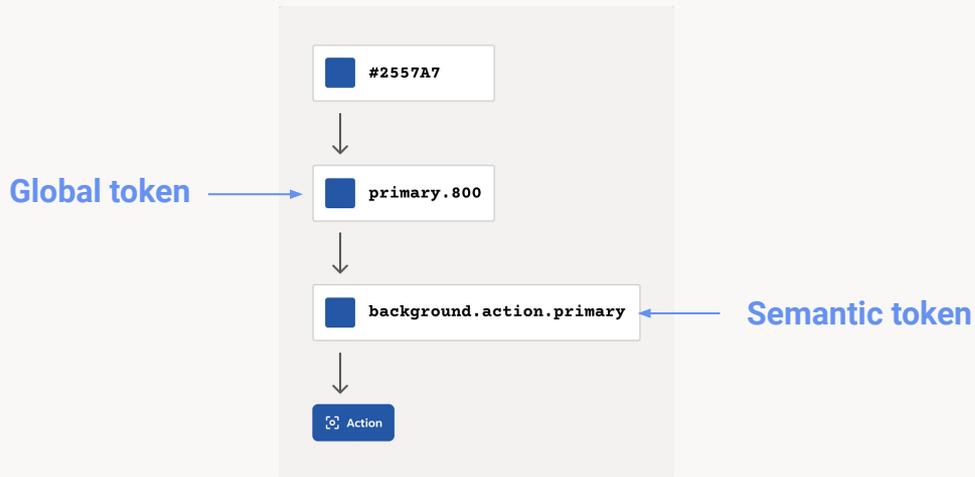


Warning



Semantic Tokens

The visual properties and functional characteristics of a component.



Benefits of Semantic Tokens

- Theming
- Scalability
- Consistency

Semantic tokens

Background

- background
- backgroundweaker
- backgroundweak
- backgroundstrong
- backgroundinverse
- backgroundinverseweaker
- backgroundinverseweak
- backgroundinversestrong
- backgroundprimary
- backgroundprimaryweaker
- backgroundprimaryweak
- backgroundpage
- backgroundpagestrong

Background Action

- backgroundaction
- backgroundactionweaker
- backgroundactionweak
- backgroundactioninverse
- backgroundactionprimary
- backgroundactiondestructive
- backgroundactiondestructiveweaker
- backgroundactiondestructiveweak
- backgroundactiondestructivestrong
- backgroundactionstrong
- backgroundactionstrongweaker
- backgroundactionstrongweak
- backgroundactionstronginverse
- backgroundactionstrongprimary
- backgroundactionstrongdestructive
- backgroundactionstrongdestructiveweaker
- backgroundactionstrongdestructiveweak
- backgroundactionstrongdestructivestrong
- backgroundactionstronginverseweaker
- backgroundactionstronginverseweak
- backgroundactionstronginversestrong
- backgroundactionstrongprimaryweaker
- backgroundactionstrongprimaryweak
- backgroundactionstrongprimarystrong
- backgroundactionstrongdestructiveweaker
- backgroundactionstrongdestructiveweak
- backgroundactionstrongdestructivestrong

Background Status

- backgroundstatusgeneric
- backgroundstatusgenericweaker
- backgroundstatusgenericweak
- backgroundstatusgenericstrong
- backgroundstatusinfo
- backgroundstatusinfoweaker
- backgroundstatusinfoweak
- backgroundstatusinfostrong
- backgroundstatuscritical
- backgroundstatuscriticalweaker
- backgroundstatuscriticalweak
- backgroundstatuscriticalstrong
- backgroundstatussuccess
- backgroundstatussuccessweaker
- backgroundstatussuccessweak
- backgroundstatussuccessstrong
- backgroundstatuswarning
- backgroundstatuswarningweaker
- backgroundstatuswarningweak
- backgroundstatuswarningstrong

Foreground

- foreground
- foregroundweaker
- foregroundweak
- foregroundstrong
- foregroundprimary
- foregroundaccent
- foregroundinverse

Foreground Action

- foregroundaction
- foregroundactionweaker
- foregroundactionweak
- foregroundactioninverse
- foregroundactionprimary
- foregroundactiondestructive
- foregroundactionstrong
- foregroundactionstrongweaker
- foregroundactionstrongweak
- foregroundactionstronginverse
- foregroundactionstrongprimary
- foregroundactionstrongdestructive
- foregroundactionstrongdestructiveweaker
- foregroundactionstrongdestructiveweak
- foregroundactionstrongdestructivestrong
- foregroundactionstronginverseweaker
- foregroundactionstronginverseweak
- foregroundactionstronginversestrong
- foregroundactionstrongprimaryweaker
- foregroundactionstrongprimaryweak
- foregroundactionstrongprimarystrong
- foregroundactionstrongdestructiveweaker
- foregroundactionstrongdestructiveweak
- foregroundactionstrongdestructivestrong

Foreground Status

- foregroundstatusgeneric
- foregroundstatusgenericweaker
- foregroundstatusgenericweak
- foregroundstatusgenericstrong
- foregroundstatusinfo
- foregroundstatusinfoweaker
- foregroundstatusinfoweak
- foregroundstatusinfostrong
- foregroundstatuscritical
- foregroundstatuscriticalweaker
- foregroundstatuscriticalweak
- foregroundstatuscriticalstrong
- foregroundstatussuccess
- foregroundstatussuccessweaker
- foregroundstatussuccessweak
- foregroundstatussuccessstrong
- foregroundstatuswarning
- foregroundstatuswarningweaker
- foregroundstatuswarningweak
- foregroundstatuswarningstrong

Border

- border
- borderweaker
- borderweak
- borderinverse
- borderprimary

Border Action

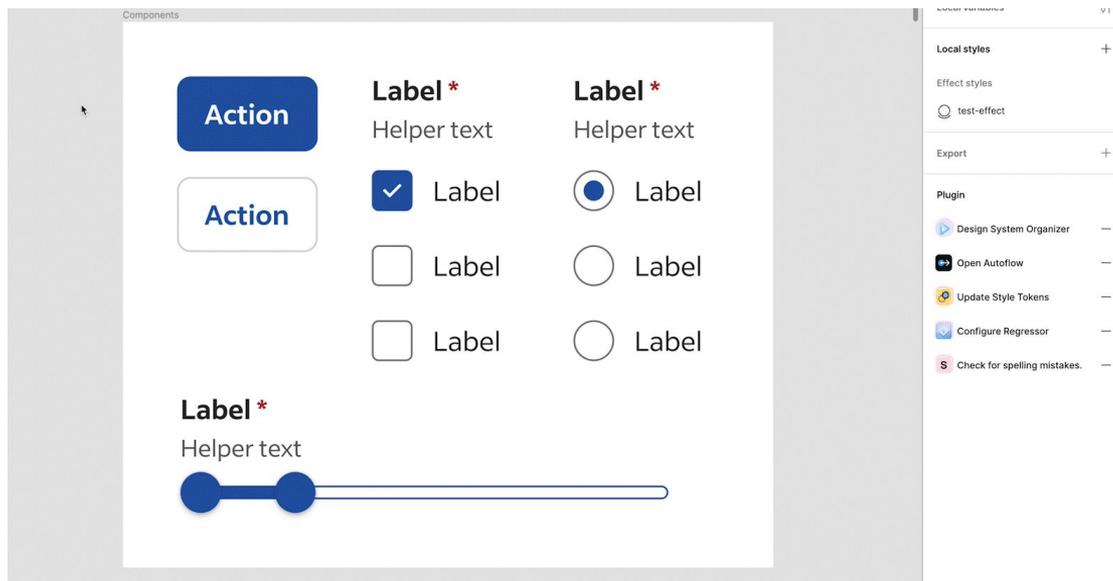
- borderaction
- borderactionweaker
- borderactionweak
- borderactioninverse
- borderactionprimary
- borderactiondestructive
- borderactionstrong
- borderactionstrongweaker
- borderactionstrongweak
- borderactionstronginverse
- borderactionstrongprimary
- borderactionstrongdestructive
- borderactionstrongdestructiveweaker
- borderactionstrongdestructiveweak
- borderactionstrongdestructivestrong
- borderactionstronginverseweaker
- borderactionstronginverseweak
- borderactionstronginversestrong
- borderactionstrongprimaryweaker
- borderactionstrongprimaryweak
- borderactionstrongprimarystrong
- borderactionstrongdestructiveweaker
- borderactionstrongdestructiveweak
- borderactionstrongdestructivestrong

Border Status

- borderstatusgeneric
- borderstatusgenericweaker
- borderstatusgenericweak
- borderstatusgenericstrong
- borderstatusinfo
- borderstatusinfoweaker
- borderstatusinfoweak
- borderstatusinfostrong
- borderstatuscritical
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- borderstatussuccessweaker
- borderstatussuccessweak
- borderstatussuccessstrong
- borderstatuswarning
- borderstatuswarningweaker
- borderstatuswarningweak
- borderstatuswarningstrong

Semantic Tokens

Demonstrating how simple it is to switch themes in Figma. Apply changes to **thousands of design files with a few simple clicks.**



02-2

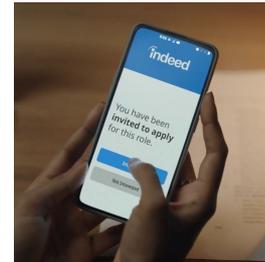
Indeed Sans

01. Semantic Tokens
02. **Indeed Sans**
03. Efficiency
04. Expressive System
05. Visual Uplift
06. Guided Support

We help
people
get jobs.

Indeed Sans was introduced as a part of Indeed's public **Brand Identity** rollout.

[Super Bowl TV spot in 2021](#)



Designed for **Scale**

Indeed Sans supports **136 languages** covering all Latin-based scripts.

Indeed Sans

LIGHT 200
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890-=!@#\$\$%^&*()_?Ø´?{.}

REG 400
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890-=!@#\$\$%^&*()_?Ø´?{.}

MED 600
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890-=!@#\$\$%^&*()_?Ø´?{.}

BOLD 800
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890-=!@#\$\$%^&*()_?Ø´?{.}

X BOLD 1000
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890-=!@#\$\$%^&*()_?Ø´?{.}

Visual
Sophistication
Without Breaking
Existing UX/UI.



No alignment issues, word wrapping, sizing, or spacing problems occurred during testing.

new

Community Associate

Deloitte 3.1 ★

Austin, TX

 **\$50 an hour** ✓  **Full-time**

 **32 minutes**  **Monday to Friday**

Additional job details

Primary Care **Medical-Surgical**

Critical & Intensive Care **Hematology**

 Easily apply

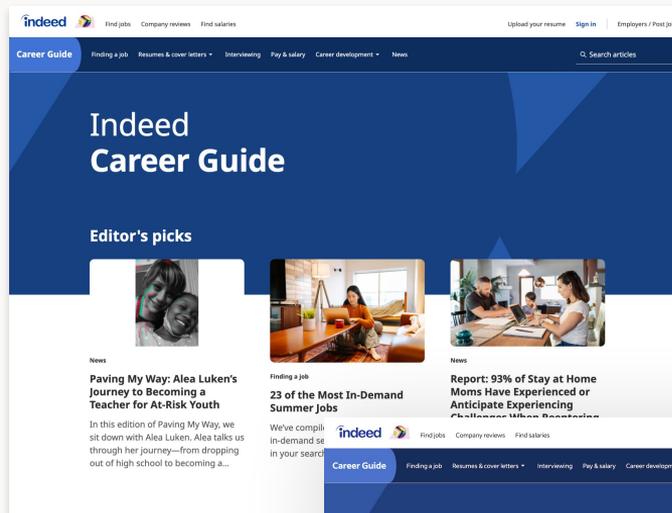
 Responsive employer

Posted 2 days ago

Technical Improvements

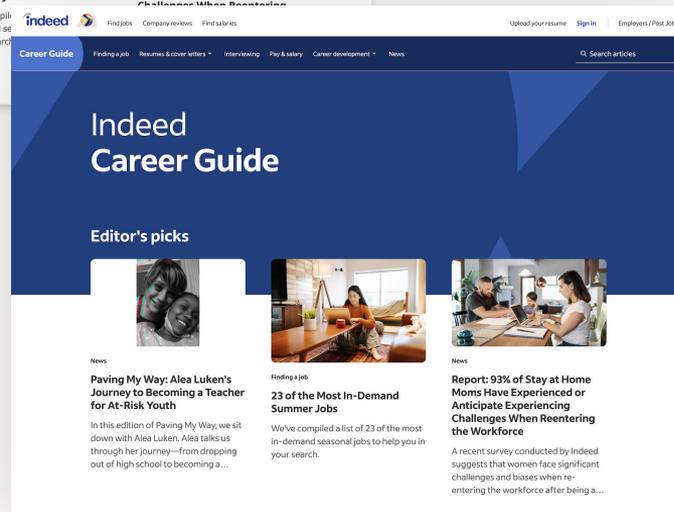
A single font file of the variable font family **improved site speed performance.**

Total file size decreased from ~35kb to 25kb.



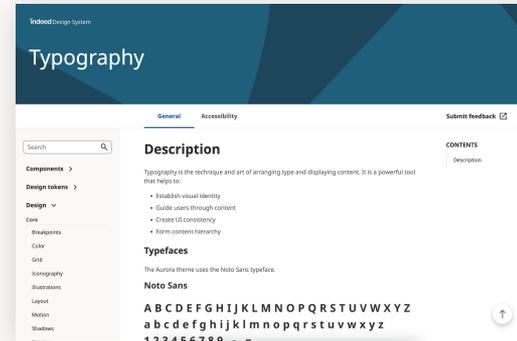
← Noto Sans

Indeed Sans →



Final Results

\$120 million increase in annualized revenue.



02-3

Efficiency

01. Semantic Tokens
02. Indeed Sans
03. **Efficiency**
04. Expressive System
05. Visual Uplift
06. Guided Support

Methodology

A timed test is used to deliver the provided mockup with/without leveraging the experience platform.

- 16 Designers / 14 Developers
- Assessed on multiple quality metrics

(Heading) Create an employer account

(Text) You haven't posted a job before, so you'll need to create an employer account.

(Text link) [Not here to post a job?](#)

Your company's name *

Your company's number of employees *

Your first and last name *

Your phone number
For account management communication. Not visible to job seekers.

[Continue ->](#)

Illustration
goes here

Create an employer account

You haven't posted a job before, so you'll need to create an employer account.

[Not here to post a job?](#)

Your company's name *

Your company's number of employees *

Helper text

Your first and last name *

Your phone number
For account management communication. Not visible to job seekers.

By clicking this box and providing your telephone number, you agree to receive marketing and information calls and texts from Indeed (including prerecorded or artificial voice messages and autodialed calls and texts) at the telephone or wireless number provided. Your agreement to this is not required to obtain any product or service.

[Continue →](#)



Test **Results**

Designers

6.8x

more efficient

Developers

2.8x

more efficient

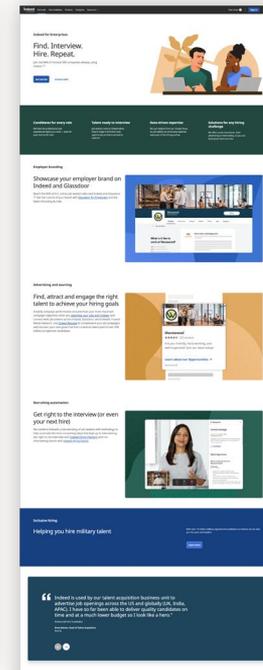
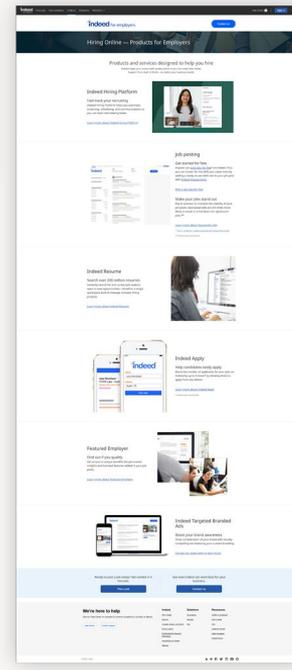
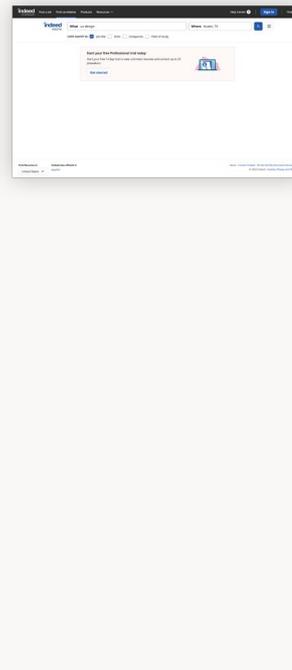
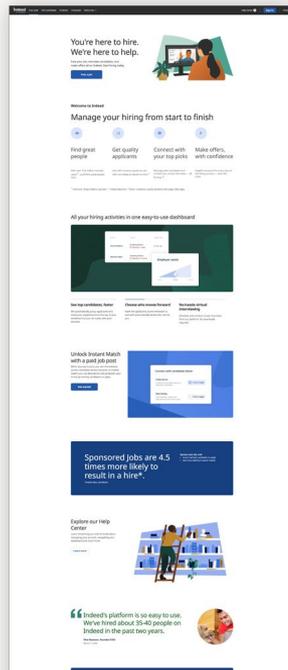
02-4

Expressive System

01. Semantic Tokens
02. Indeed Sans
03. Efficiency
04. Expressive System
05. Visual Uplift
06. Guided Support

Legacy Product Marketing Design

Inherited State



Uplifted Design Direction

Test and introduce the Visual Uplift design elements.

Indeed [How we work](#) [Solutions](#) [Industries](#) [Resources](#)

EMPLOYER BRANDING ADS

Maximize your reach

Run display ads across Indeed, Glassdoor, and hundreds of other relevant sites, all at once.

[Get connected](#)

What are your ad goals?
We're doing our best to help you reach your goals.

Source:

Language:

English

Stand out in a competitive job market

Your ads help people learn about your company and consider applying. Whether they're actively looking for a new job, or just thinking about it.

Optimized ad placement

Run brand ads based on user behavior, and resume or profile data to reach your target audience.

Customized ads capture the interest of your target audience.

Comprehensive performance insights keep you informed.

95% of Employer Branding Ads impressions reach a fresh audience that have not engaged your brand in the past 3 months.

[Learn more about Indeed Ads](#)

SCALABLE HIRING PRODUCTS

Easy solutions for complex hiring

From delivery drivers to engineers, find the people you need no matter your industry or the number of hires you're looking for.

[Request a demo](#)

Tools to help fill all of your open positions

We'll work with you to respond to your hiring challenges.

Complex hiring requires more powerful tools, but you want to choose the right ones for your needs. We can help create a custom path with the features you need now and those you'll grow with in the future.

Put higher quality candidates within reach

Advertise and grab attention

Advertise your jobs across Indeed, Glassdoor, and Indeed's Truist Media Network with ad campaigns tailored to your objectives and goals.

Get real-time analytics and data-powered hiring recommendations to reach more of the right people.

[Learn more about Indeed Ads](#)

Conversation: How Company Leaders Can Step for LGBTQ+ Employees

June 15, 2023 [Share](#)

Early days of her corporate career, RaShawn Hawkins' ads were bare. The photos of loved ones that would typically adorn her desk were absent.

"To day, a manager asked why she didn't display any pictures. He explained that as a Black queer woman, she had been professionally coached in the past to not be public about her identity at work. "When I came to work, I didn't know I'd be all of those identities at the same time," Hawkins says. Her manager was apologetic and employed Hawkins to not hide who she was at work.

The latest insights on hiring, delivered straight to your inbox

[Get the newsletter](#)

MI-LGBTQ+ legislation is being proposed at an unprecedented clip, with more than 500 bills introduced in state legislatures so far this year, up from 315 bills in 1 of 2022. Do you feel we're living through a watershed in the hard-fought wins LGBTQ+ advocates have achieved in recent years?

How Pivotal? If you look at history, whenever there's been progress, there's an accompanying backlash to that progress. I think that's part of what's happening right now. And that's in the session cycle, so certain politicians are banking on that being a re-gainer.

As HR pros, we agree that it's part of a political strategy to rally voters behind a cause. There's a lot of misunderstanding and misinformation in the general population about what the trans experience is, and things do feel more dire for me, as a

Community Associate
Workweek: 4.2
Rating: 5.0

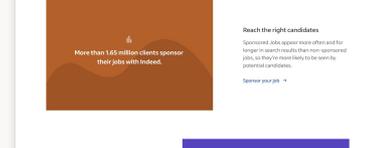
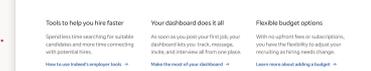
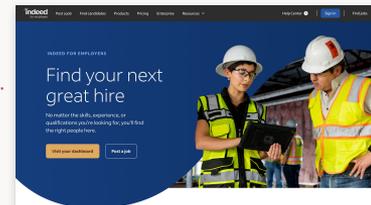
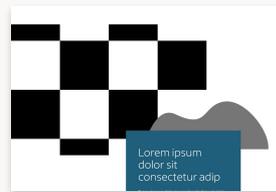
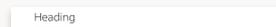
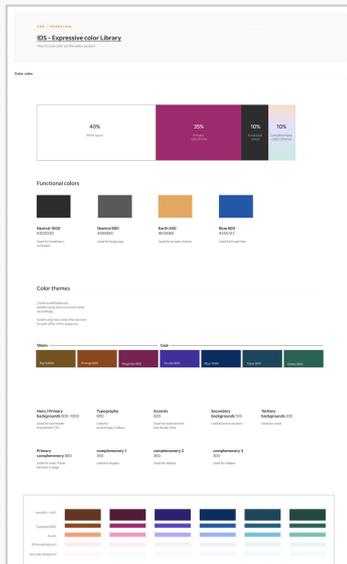
Job ad placements
Indeed Glassdoor
Truist Media Network

Campaigns
Performance: Impressions: Clicks:

Expressive System

Extension of Indeed's Brand that **compliments** the Experience Platform.

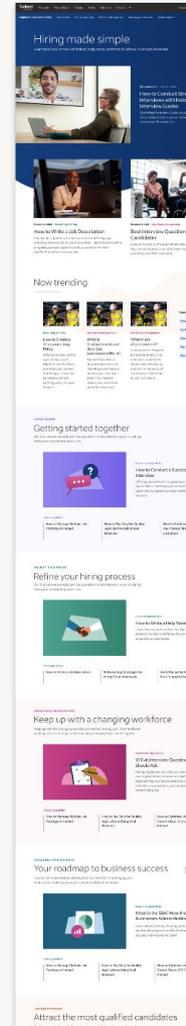
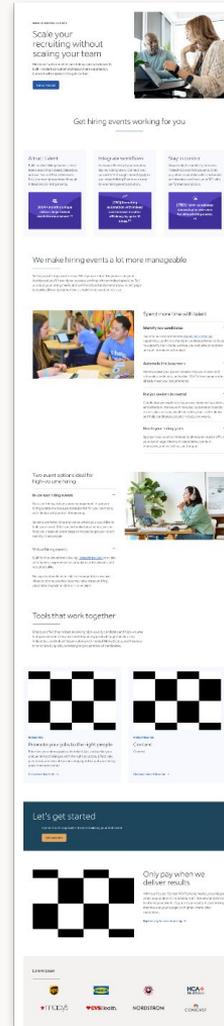
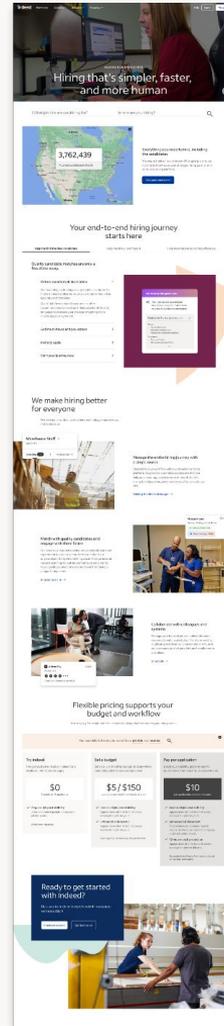
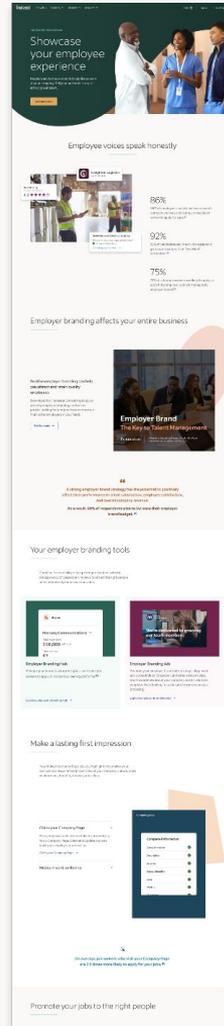
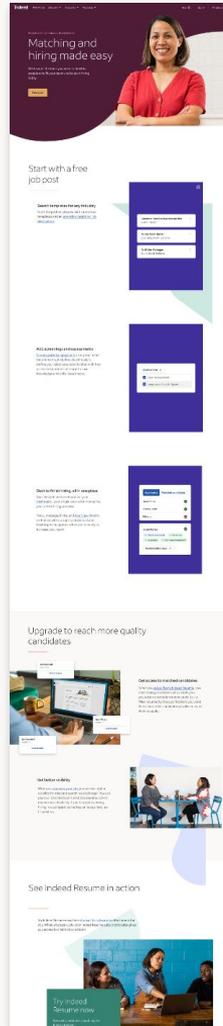
- Incorporates the new Marketing design direction
- Application of the **expressive** design language.



Uplifted Employer Experience

Delivered the uplifted visual experience by leveraging the Expressive System.

- 14 critical product pages
- Over 23,000 articles



Connecting Brand, Content, and Design

Building continuity between marketing and product, humanizing our brand with photography and color, and supporting content comprehension and the user experience.

Legacy

The legacy homepage features a dark navigation bar with the Indeed logo and links for 'Post a job', 'Find resumes', 'Solutions', 'Resources', 'Help', 'Sign in', and 'For job seekers'. The main content area has a white background with the headline 'You're here to hire. We're here to help.' and a sub-headline 'You can count on us to do everything we can to find your next great hire.' Below this is a 'Post a job' button and a small illustration of a woman on a laptop. A secondary message reads 'Want us to do the work for you? Try our pay-per-hire recruiting service. Find out more.' At the bottom, there are three icons with text: 'Find great candidates' (magnifying glass), 'Maintain your business' (hand holding a smartphone), and 'Get 1-on-1 support' (question mark). A footer bar contains the text 'Save time and effort in your'.

Phase 1

Phase 1 features a dark blue header with the Indeed logo and navigation links: 'Post job', 'Find candidates', 'Products', 'Pricing', 'Enterprise', 'Resources', 'Help Center', 'Sign in', and 'Find jobs'. The main section has a dark blue background with the headline 'Find your next great hire' and a sub-headline 'No matter the skills, experience, or qualifications you're looking for, you'll find the right people here.' A 'Post a job' button is prominent. Below is a large image of two construction workers in hard hats and safety vests looking at a tablet. The text 'Helping you hire from start to finish' is centered. At the bottom, three columns describe benefits: 'Tools to help you hire faster', 'Your dashboard does it all', and 'Flexible budget options', each with a 'Learn more' link.

Phase 2

Phase 2 features a dark header with the Indeed logo and navigation links: 'Hire with us', 'Features', 'Resources', 'Pricing', 'Help', 'Sign in', and 'Post a job'. The main section has a dark background with a photo of people in an office and the headline 'Hiring that's simpler, faster, and more human'. Below is a search overlay with a map of the US and a search bar. A large number '106,263,441 active job seekers in the US' is displayed. At the bottom, there are two buttons: 'Get started for free' and 'Connect with sales'. A footer bar contains the text 'Everything you need for end-to-end hiring'.

Qualitative Results

Successful A/B testing across critical product pages and articles.

Employers were very satisfied with the Indeed brand and felt positively about the design direction for the Product Pages.

Brand Sentiment: Users across the board were overwhelmingly satisfied with the Indeed brand and design direction of the new pages.

"Very positively surprised."

- P1, Non-Indeed User

"It feels professional and reliable."

- P6, Non-Indeed User

"It works. It's professional, eye-catching, beautiful..."

- P9, Non-Indeed User

- All (6/6) Indeed Users offered positive words when asked to describe Indeed in three words.

Quantitative Results

Critical Product Pages

4.38% Advertiser Signups

1.70% Full Conversions

2.33% Billing Conversions

Articles

13.0% Sponsored Jobs Live

14.6% Jobs Posted

16.2% Candidate Engagement

02-5

Visual Uplift

01. Semantic Tokens
02. Indeed Sans
03. Efficiency
04. Expressive System
05. **Visual Uplift**
06. Guided Support

Visual Uplift **is not** a brand refresh

Our Experience Platform continuously **evolves** to provide modern and efficient tools that promote **visually aligned and branded** touchpoints across the product experience.

The **problem**

Visual experience at Indeed is ...

...**unappealing**, **dated** *<insert other similar words>*...etc.

Challenge to our team

Address visual problems **starting** with an Employer product area.

Criteria: Snappy, modern, clean, visually appealing, and on brand

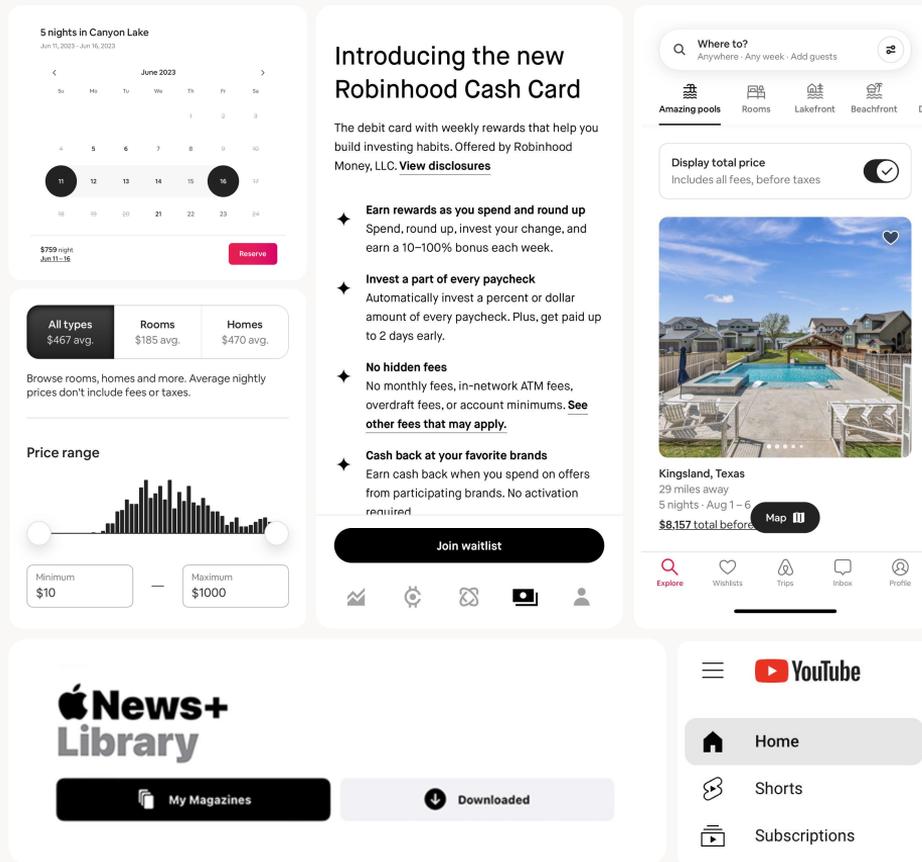
In addition: Leverage Experience Platform

Design **Discovery**

Interviewed 13 Leaders across Product, UX, Research, and Engineering to understand their definition of **modernness** and **appealing**.

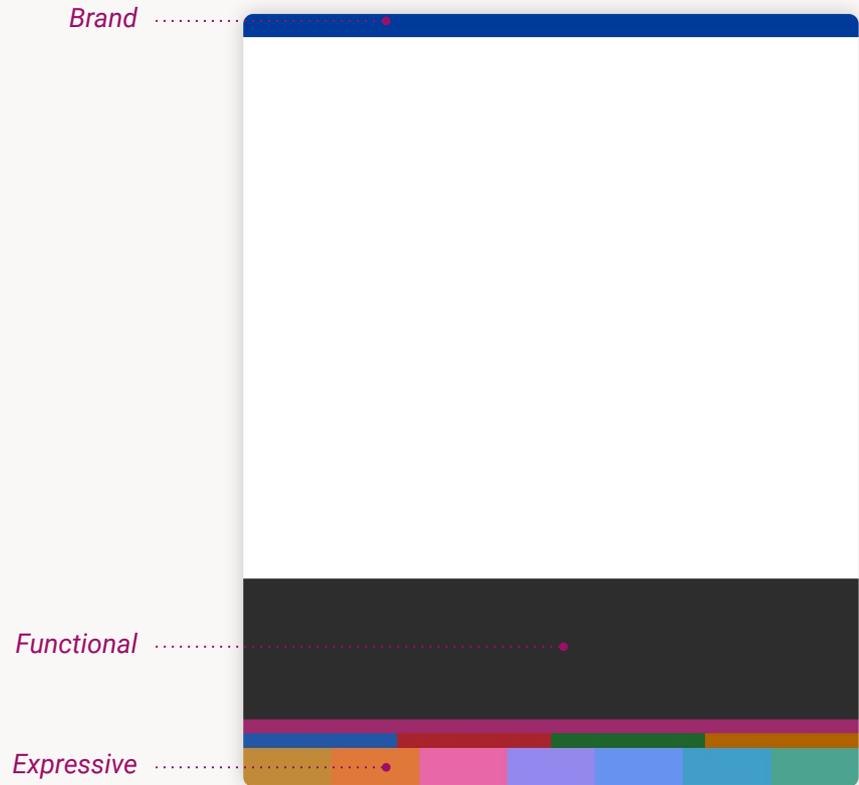
Modern and clean visual cues:

- 1 Restricted color palette
- 2 Simple iconography
- 3 Spacious layouts
- 4 Large Typography
- 5 Simplified components
- 6 Lightweight copy



Prioritizing **Color** Ratio

Colors are our most powerful tool to build on-brand experiences.



Confidence score

4 out of 5

(Range 1-5)

Surveyed 11 UX Leaders across Indeed to understand and measure confidence in our visual direction.

Current

[Set up interview](#) [Call](#) [Message](#)

Janett Smith
Customer Service Representative
jsmith23434@indeed.com • Austin, TX

Miranda Moon
Position • Location
3/4 qualifications met

Message preview he... 3 hrs [Reply](#)



Welcome to Instant Match!

Instant Match helps you find more qualified candidates, fast. See someone you like? Send them an invitation with the press of a button.

Free with your sponsored job

[Back](#) [Next](#)

New

[Set up an interview](#) [Call](#) [Message](#)

Harper Lee
Customer Service Representative • Austin, TX
harper.l@gmail.com

Not charged

Harper Lee
Austin, TX • Customer Service Representative

✓ 4/4 qualification met

• New message [View](#)



Welcome to Instant Match!

Free with sponsored job

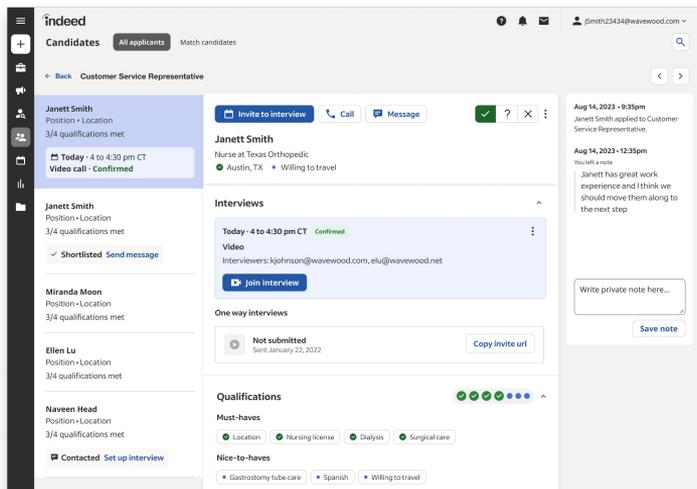
Instant Match helps you find more qualified candidates, fast. See someone you like? Send them an invitation with the press of a button.

Dismiss [Back](#) [Next](#)

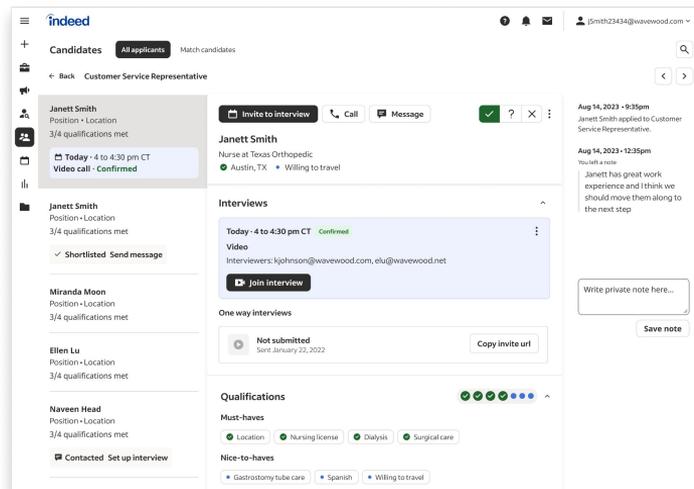
Design token swap **without** any adjustments

Candidate Detail Page

Global Tokens



Uplift Semantic Tokens



Capabilities Beyond Visual Uplift

Introducing theming capabilities.

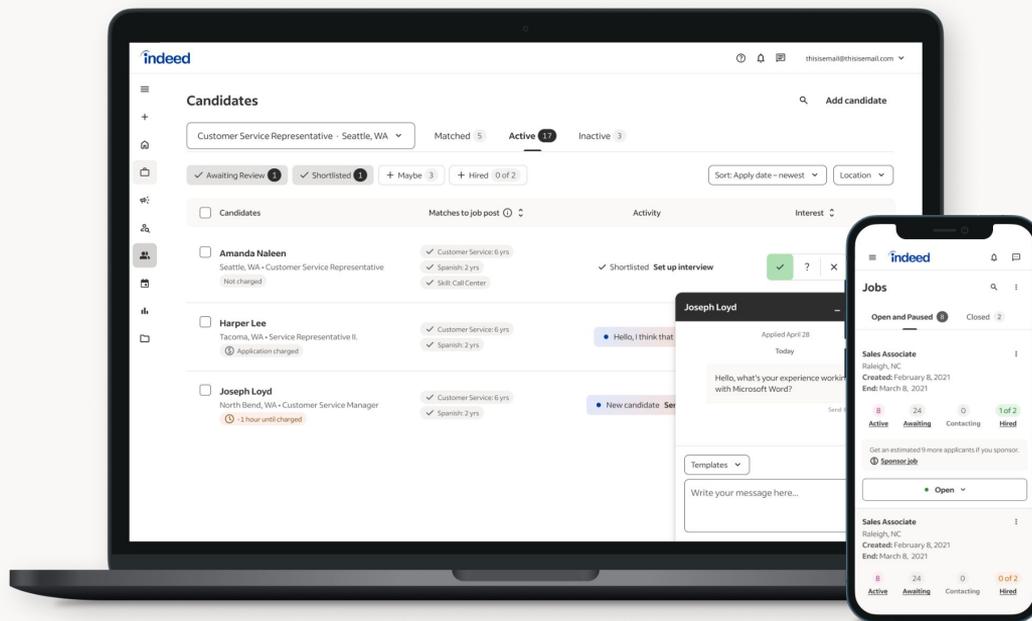
The screenshot displays the Indeed Jobs management interface. On the left is a sidebar menu with options: Collapse, Create new, Jobs (selected), Candidates, Search resumes, Interviews, Analytics, and Tools. The main header includes the Indeed logo, user profile (gstewart+qa@indeed.c...), and a Post a job button. Below the header, there are filters for 'Open and paused (25)' and 'Closed (0)', a search bar, and sorting options (Sort by: Posting date, Order: Descending). A prominent red notification banner states 'Your job posting is incomplete.' with a 'Finish job posting' button. The main content area lists several job postings with the following details:

Job Title	Status	Awaiting	Contacting	Hired	Daily Cost	Total Cost	Actions
Software Engineer United States Naval Academy, MD	0 Active	0	0	0 of 1	36.00 (USD) Daily	0.00 (USD) Total cost	Open
Python Developer 2631 Austin Tracy Rd, ... Posted: February 19, 2024	0 Active	0	0	0 of 1	36.00 (USD) Daily	0.00 (USD) Total cost	Open
Software Engineer 12 2nd St, Ashland, MS, ... Posted: January 24, 2024	3 Active	0	3	1 of 1	37.00 (USD) Daily	0.00 (USD) Total cost	Open
Software Engineer 12 2nd St, Ashland, MS, ... Posted: December 8, 2023	0 Active	0	0	0 of 1	40.00 (USD) Daily	0.00 (USD) Total cost	Open
Web Developer 2737 Isidro Plain, West, ... Posted: November 30, 2023	0 Active	0	0	0 of 10	74.00 (USD) Daily	0.00 (USD) Total cost	Open
Journalist Kubville, CT 83305 Posted: November 30, 2023	0 Active	0	0	0 of 9	499.00 (USD) Daily	0.00 (USD) Total cost	Open
Senior Software Engineer 11700 Domain Blvd, A, ... Posted: November 30, 2023	0 Active	0	0	0 of 1	40.00 (USD) Daily	0.00 (USD) Total cost	Open

Final Results

Over \$300 million increase in annualized revenue.

- **308 semantic tokens** introduced
- **10k+ global tokens converted** to semantic tokens
- All Employer products leverages semantic token
- Across all locale



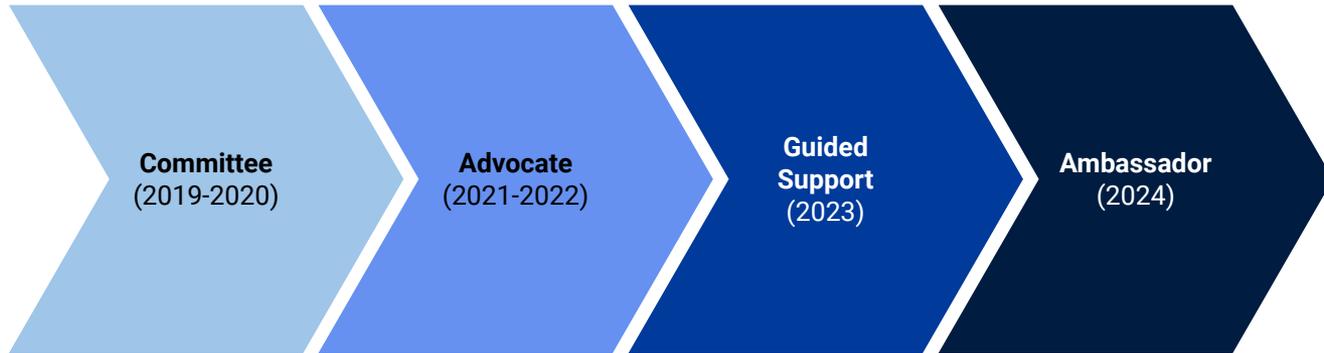
02-6

Guided Support

- 01. Semantic Tokens
- 02. Indeed Sans
- 03. Efficiency
- 04. Expressive System
- 05. Visual Uplift
- 06. Guided Support

A successful Experience Platform relies on

Active Community



Drive Alignment

Formed a UX Committee to drive alignment on cross-GM design decisions that will inform the direction of the Experience Platform.

Drive Awareness

Seek volunteers across the company to advocate and drive awareness of our platform.

Drive Adoption

Partner with product teams across Indeed to provide guided support toward quality adoption of our platform.

Drive Maturity

Collaborate with product teams across Indeed to evolve and extend our platform through seamless contribution.



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