Date: 2.24.25

Name: Nichole Harper

Speaker 1: Great. Well, thanks again for your time. If you don't mind starting, I have your information here, but for the record, could you introduce yourself, Nicole, and your role at Pacific Flow Control?

Speaker 2: My name is Nicole Harbor. I have been with Pacific Flow Control for the past three years, and I'm a senior estimator on the team. I was in operations primarily to start with, and then just naturally with a geography change, I've moved into a fully remote estimating position.

Speaker 1: Awesome. How many technicians does the company employ

Speaker 2: Across multiple offices? So we have two on the island. We have six in Langley. We're going to have another one. We're going to have two in the interior bc. We have two in Edmonton, three in Calgary. And then our additional companies that we're either partnered in Montreal, they have I think five and then Toronto has one right now and we'll be hiring another Charlie.

Speaker 1: Does that put it somewhere in the range of 15?

Speaker 2: Yeah, 15 to 20 I think.

Speaker 1: Okay.

Speaker 2: 15. It's called 15.

Speaker 1: Great. And does the business, what percentage of the business' projects installs versus service contracts?

Speaker 2: I would say it is more, I would say it was probably 90% projects versus service.

Speaker 3: Okay, great.

Speaker 2: We do do a lot of hydrants. They would be considered service contracts, primarily hydrants, filler work for all of us, our shops, but it primarily keeps lights on the island.

Speaker 1: Got it. And what's your current solution for managing those installs?

Speaker 2: Right now we track everything through our program site max, and then we take that data out in a QSV file and then just Mark, I'm not sure the gentleman who's running that right now, he just has a running list of the hydrant service that has been completed and whether it's due for a full breakdown next year or if it's still on its minor servicing cycle for the next year. So it's every three years the service on those hydrant changes. So he basically tracks it in an Excel file.

Speaker 1: And does a hundred percent of the projects go through that process?

Speaker 2: No. No. So only hydrants go through that process. For our tapping projects, we'll call 'em, these projects are a duration of two hours. Sometimes there's line projects that can last anywhere from a day to 14 days, just depending on what's in the pipe and what the contractor needs to get done. We're always a SubT trade on site, so our scope is very limited sometimes.

Speaker 1: Yeah. And so are there any projects that don't go through Site Max at all?

Speaker 2: No, everything goes through site for tracking and billing purposes.

Speaker 1: Got it. And so related to service trade, you recently chat with their team?

Speaker 2: The last chat we had was basically where they were breaking up with us and said it to you, not us. What they have just wasn't enough for us because we would still have to bring in all these additional project or programs to manage what we were wanting them to do. So I think the forms they had, they were able to do custom forms, but with the communication integration, how, because we do have those separate businesses, they weren't able to have it. So we could seamlessly, because I'm estimating for all these businesses and right now we use QuickBooks and it's just a headache having to log into different QuickBooks just throughout the day going back and forth, back and forth to have our different logos and addresses and stuff show up on the quote. So for that, we went in a different direction with the company that could do all those things and have those emails or text reminders going out to the site contacts and everything like that. That's already built into the program.

Speaker 1: Got it. So when did that breakup will happen?

Speaker 2: I think our last meeting was service trade was in January, I think it was around the 17th. I think last meeting was Service Trade was the 17th, 16th.

Speaker 1: Sure. Could you walk me through a bit of just that experience, that journey of, I don't know how long they were with Service Trade before they decided that, but kind of what went well, what didn't go well, and what do you think led to that breakup?

Speaker 2: So we were exploring different companies earlier on and who we would be a good fit for us. And service grade was extremely good communication wise. They knew their stuff, they knew their product. I really liked Dan. He was really good to chat with and he was, was very prepared for every meeting we had with him. He had information for us to look at before we got to those meetings to maximize the time we had in the meetings with him. It was just ultimately the product service tray didn't check enough boxes for us.

Speaker 1: Sure. Do you mind walking? I know that, do you mind just walking me through what those boxes were? I dunno if you had a list of criteria or the things that didn't get checked off. Oh man.

Speaker 2: Yeah, we weren't expecting to get everything. The other company just had more of those things. One of those things that internal communication reminder going out to the technicians. And I think on the financing side there was more, I'm not totally involved in the financing aspect of it, but ultimately it looked like the program we went with just had more of the functionality. We were that, I guess Ryan more. And I think that one of the big ones too was being able to switch between all four companies relatively seamlessly.

Speaker 1: Yeah. Well you mentioned maybe one of them, and I know it's 11 pages, but I don't know if you could walk me through maybe the top three or four that come to mind.

Speaker 2: I mean service Trade has that list. They should have all of this in. Yeah, they have the list of everything we were looking for.

Speaker 1: Got it. Okay. Then we can skip that. How about, it sounded like service communication on the sales side was really strong. How about as you went through implementation and customer support, how did they do on that?

Speaker 2: Ation and customer support? So we never actually had any kind of working. We never used the service trade technology, so we just didn't make it passed into that phase.

Speaker 1: Got it. And it was because during implementation you found that it didn't have what you needed

Speaker 2: Just during discovery? Just during the initial meetings that just didn't check that boxes for us. Yeah,

Speaker 1: Yeah, yeah. Sure. Who else did you look at? It's really useful for them to get an understanding of the landscape. I know Site Max is what you're using now. What else did you look at?

Speaker 2: Yep. So ultimately we went with ServiceTitan. We looked at a bunch of Procore and then of course Procore recommended service trade and there's a bunch of other, Trimble has one, there's job or all sorts of these, a list of 10 that had come up. And then we just basically based on our list, these companies don't have it. Just basically boiled it down to who meets the most amount of what we're looking for or who has the most functionality in terms of what we're looking for. What was the other one that we were looking at here? Now

Speaker 1: It's alright, we can focus on service site as a line of learning. Before we jump into that, were there any integrations particularly like ERP systems or accounting systems that were on that list?

Speaker 2: We looked at Acumatica as well. I think Matic was the only full ERP that we were looking at, but they're way too much for us for where we're at right now.

Speaker 1: Did you need ServiceTitan or Service Trade to be able to integrate though with a certain accounting system or any other tool you

Speaker 2: Use?

Speaker 3: Yeah,

Speaker 2: QuickBooks online is what we're currently using.

Speaker 1: Got it.

Speaker 2: And that's what our existing accounting department wanted those integrations for. Got

Speaker 1: It. So there's the product itself, but then there's also the buying experience. What do you think service Trade could learn from ServiceTitan and how they engaged with you?

Speaker 2: Honestly, service trade was way better than ServiceTitan in a whole our meetings in my opinion. I don't think service trade should learn anything from ServiceTitan. It's just that ServiceTitan has a better product and that's about it. I think service trade, customer service was far better.

Speaker 1: Sure. Well, let's flip it to some of my favorite questions then, which is, if you owned service trade, what would you do on the product side first to better suit the customer like yourself?

Speaker 2: It's that customer communication, customer facing. So getting that reminder email to the site contacts, I think that's what most people are looking for, which is like your dentist texts you like, Hey, you have an appointment. That was one of the biggest things for what we were looking for because we get forgotten about so often by site where we find it wasted a lot of our time and money or something changes a onsite and nobody tells us. And that reminder where it's not eating up our admin time because we're very admin light for a company that is expanding across Canada. So it's that automated reminder was super important to us.

Speaker 1: Awesome. If the company had that, is there a next obvious one that you would focus on as the owner of service trade?

Speaker 2: I think just how the ease of switching between companies.

Speaker 1: Sure. Sure. How about in?

Speaker 2: But we're very unique. We're not a very typical customer either, so just our business in general is very unique for what we're looking for. And custom forms as well is something that we would be very heavily focused on.

Speaker 1: How did you get to know the products themselves on a bulk service trade and ServiceTitan? Were you using demos of the products that the sales team showed you or did you actually get to get into the system yourself as like a free trial?

Speaker 2: So we got just our communication with the salespeople

Speaker 1: For both products.

Speaker 2: Yeah, that's right.

Speaker 1: YouTube for different functionalities. Sure. No, that's great feedback. What did you find when you went to YouTube? Did they, obviously you found that service site had what you needed, but did they both have sufficient educational materials?

Speaker 3: Yes.

Speaker 1: And did you in the sales process feel like you saw everything you needed or no, and therefore you turned to YouTube? Or was YouTube used as a verifying your beliefs but looking for kind of a more trusted experience from somebody who's in it?

Speaker 2: Just to see more of, because you can only get so much done in an hour or two hour meeting when there's so much to look at. So it's more just to supplement our meetings is when we were looking at YouTube.

Speaker 1: Yeah, of course. Whatever

Speaker 2: Else the company the program was offering.

Speaker 1: Did you go to any other places to learn or get feedback or credibility on the buying? Any referrals or conferences, anything like that? No. How did you even find out about these options in the first place?

Speaker 3: Google.

Speaker 1: Simple. Make a search. Yep. Yep. Got it. When you looked at these tools, did you look at them as tools to cut costs and increase efficiency or potentially to earn more revenue or just to make the lives of your employees easier?

Speaker 2: Oh, well, there's no cutting cost since we're Canadian and this is American, so it's quite a heavy investment for us. And it's more to just create better efficiencies because so much time is eaten up, switching between different programs and not having a good inventory tracking system. And sorry, that was another really big one was the inventory tracking. Which service trade did do really well as well? I think it service well because we have so many different warehouses, we want to be able to see what's in each warehouse that in any given time. So yeah, it's just one of the really important things there for us too.

Speaker 1: Sure. Let me look. I'm just looking through my questions to see is there anything that I missed as I look through them, is there anything I haven't asked about that service tray would benefit from learning so that they could try to improve their system?

Speaker 2: It didn't sound like that. They send the email reminders. I think for my experience, the guy in the office isn't going to look at that email in quick enough time to be able to act on it. It's the field guy that needs to be talked to, not the guy in the office when you two hours before the job kind of thing.

Speaker 1: Totally. Yep. That makes sense. And then was there anything to learn from pricing and packaging? You said it was a heavy investment, but comparing the two, how did they stack up?

Speaker 2: We didn't get into pricing. Did we get Yeah, we did get into pricing. Pricing was pretty much the same for both.

Speaker 1: Got it. Okay, great. Well thank you so much for your feedback today. Thanks for your time. You'll get an email within 24 hours with your compensation. It'll come from a company called Tremendous. We use as a vendor. You take it as payment or a gift card. And then the final thing is we'll follow up, follow up and ask this, but we're always trying to recruit larger companies with technicians probably 2020 or more. And it's hard to find, but if you can make a referral to anyone, we're happy to compensate you for that. No stress or pressure, but just want to let you know about the offer.

Speaker 2: So before you spend money on a gift card, I live in The Bahamas now, so I don't think that it may be any use to me, but thank you anyways,

Speaker 1: You can take it as a payment too. Okay, well thank you for your time.

Speaker 3: Yeah, you bet. Bye all. Take care. Bye.

### Detailed Summary of Win/Loss Analysis

#### Overview

This transcript details a conversation with Nicole Harbor, a Senior Estimator at Pacific Flow Control, who provides insights regarding their experience with Service Trade and their decision to switch to ServiceTitan. The analysis reveals significant growth opportunities, red flags, and key learnings that can inform product, sales, and marketing strategies for Service Trade.

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#### 1. \*\*Understanding Customer Needs\*\*

\*\*Key Learnings:\*\*

- \*\*Customer Communication & Integration:\*\* A critical need for Pacific Flow Control is efficient customer communication, particularly for reminder emails and notifications to both site contacts and technicians. Nicole stated, \*\*"That reminder where it's not eating up our admin time...was super important to us."\*\*

\*\*Growth Opportunity:\*\*

- Service Trade could enhance its offering by prioritizing automated reminders and alerts, resembling reminders many receive for appointments (e.g., dental appointments). This could mitigate issues with missed communications on job sites.

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#### 2. \*\*Competitive Analysis\*\*

\*\*Key Findings:\*\*

- \*\*Comparison with Competitors:\*\* Nicole had a positive view of Service Trade's customer service while indicating that ServiceTitan's product was superior. She said, \*\*“Honestly, Service Trade was way better than ServiceTitan in a whole our meetings... It’s just that ServiceTitan has a better product and that’s about it.”\*\*

\*\*Implication:\*\*

- The feedback highlights the importance of not only providing good customer service but also ensuring that the product itself meets essential customer requirements. This necessitates a review of the Service Trade product against competitors to identify functionality gaps.

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#### 3. \*\*Product Functionalities and Features\*\*

\*\*Key Learnings:\*\*

- \*\*Functionality Expectations:\*\* Nicole mentioned that functionality regarding internal communication and seamless integration for multiple companies was lacking with Service Trade. She noted, \*\*"The other company just had more of those things... being able to switch between all four companies relatively seamlessly."\*\*

\*\*Recommendation:\*\*

- Focus on improving product integration capabilities and addressing the unique operational needs of companies like Pacific Flow Control which operate under multiple brands.

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#### 4. \*\*Implementation Experience\*\*

\*\*Key Insights:\*\*

- \*\*Implementation Barriers:\*\* Nicole indicated that Pacific Flow Control never used Service Trade’s technology due to the lack of necessary features during the discovery phase, stating, \*\*“...we never actually had any kind of working... we just didn’t make it past into that phase.”\*\*

\*\*Action Item:\*\*

- Enhancing the onboarding process and ensuring that customer needs are thoroughly understood during the sales phases could help prevent loss of potential customers.

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#### 5. \*\*Customer Feedback Insights\*\*

\*\*Red Flags:\*\*

- \*\*Inventory Tracking Concerns:\*\* Nicole highlighted inventory tracking as a significant requirement that Service Trade performed well in, emphasizing the importance of having visibility into stock across various warehouses. She said, \*\*“...that in any given time... it’s just one of the really important things there for us too.”\*\*

\*\*Opportunity for Improvement:\*\*

- Continue to refine inventory management features. Consider customer-specific needs that may enhance efficiency, including robust tracking mechanisms that provide quick access to warehouse inventories.

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#### 6. \*\*Sales and Marketing Strategies\*\*

\*\*Marketing Findings:\*\*

- \*\*Source of Awareness:\*\* When asked how Nicole learned about the products, she mentioned, \*\*"Google,"\*\* indicating that search engine visibility is crucial for attracting potential leads.

\*\*Marketing Strategy Suggestion:\*\*

- Focus on SEO and digital marketing strategies that enhance the online presence of Service Trade. Establishing thought leadership through content regarding industry-specific pain points could also attract similar customers.

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#### 7. \*\*Pricing Perception\*\*

\*\*Key Insight:\*\*

- \*\*Pricing Positioning:\*\* Nicole mentioned that both Service Trade and ServiceTitan had similar pricing structures but did not delve deeply into it due to the perceived expense of the software for their Canadian operation. This can be seen as an opportunity for more flexible pricing options tailored for different company sizes and structures.

\*\*Recommendation:\*\*

- Consideration for tiered pricing models or packages tailored to different types of businesses—especially smaller operations—could attract a wider customer base.

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This summary encapsulates key insights from the conversation with Nicole Harbor, highlighting actionable opportunities for improving product offerings, customer communication, and sales approach to better serve clients like Pacific Flow Control.