



Structshare/ServiceTrade Sync

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Participants

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Topics

<i>Type of work</i>	7:05
<i>Purchase decision</i>	8:54
<i>Type of work</i>	11:12
<i>Parts management (inventory)</i>	11:46
<i>Parts management (inventory)</i>	12:58
<i>Parts management (inventory)</i>	13:52
<i>Accounting</i>	14:41
<i>Parts management (purchase orders)</i>	15:02
<i>Accounting</i>	15:35
<i>Pricing</i>	16:20
<i>Pricing</i>	20:37
<i>ST app contracts and pricing</i>	21:51
<i>Parts management (inventory)</i>	22:06
<i>Invoicing</i>	22:22
<i>Parts management (purchase orders)</i>	23:18
<i>Parts management (inventory)</i>	23:47
<i>Parts management (purchase orders)</i>	24:42
<i>Pricing</i>	27:00
<i>Paper process</i>	30:51
<i>Pricing</i>	31:55
<i>Pricing</i>	32:45
<i>Accounting integrations</i>	33:00
<i>Parts management (inventory)</i>	48:08
<i>Type of work</i>	49:10
<i>Type of work</i>	49:49
<i>Purchase decision</i>	56:17
<i>Accounting integrations</i>	57:10
<i>Pricing</i>	1:00:10

Transcript

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NATE

0:00 Is...

TIM

0:00 What on it?

NATE

0:02 What's up, Brad? Where to start in the last few weeks? Like, I haven't been working. I was in Montana at white fish lake for a week, fourth of July, like, I feel like I've worked like four or five days in the last like 20.

TIM

0:20 Yeah, I understand that one too.

NATE

0:23 But we haven't really talked since leaving procorse. So there's a whole, there's a whole like almost what is, what are we even already five months of stuff? What do you want? What do you want to hear about?

TIM

0:40 I don't know. I don't know all the good stuff man.

NATE

0:43 All the good stuff. So I got to take about two months off between procure and structure. I thought it would be, I thought it would be longer but, or, and an arc, we're like, do, we want you here? We want you here now, like we want to redo a go to market. We have all these great things that we want to accomplish and we want to start now, like, yeah... all stuff that sounds great in a few months, right? So, we sorta tug a word on, like, what if I do part time? Like is that okay? Where I'm like I can be a running around and you're not going to be like the initiative isn't happening because like, is there a way to just support, yeah, on this for a while? And.

TIM

1:25 Yeah.

NATE

1:26 Act like a consultant. So, like when I do engage, I'm not really ramping and they were like, yeah, I'm okay. But does that work? Because I still wanna travel and, you know, decompress. So anyway, so, I thought I was going to go travel the world a little bit, but I want my, I don't know, I remember my father passed last year and his house went into a trust and... that needs to get reconciled and trying to fill the house. And so there was a lot of just like administrative work that kept me here, but I had the privilege of focus to just only do that. So as a lot of legal meeting there's a lot... but I learned a lot and I got to just focus on that and yeah, it's been wonderful. Like this team is amazing. I don't know. Do you have a relationship with or?

TIM

2:14 No.

NATE

2:17 Just really fuck and Bright, and humble like arc founded the company, but he's not the most like he's just he's like he used to be a project manager kinda guy in Israel, so, he's just kinda got that gruffy, like, let's get to the business like really intelligent, but, not, the gregarious like magnetic CEO that you expect from a tech company to be like.

TIM

2:41 I'm out.

NATE

2:42 There just kissing babies and slapping backs and talking about vision and...

TIM

2:46 Yeah. In, is walking into my office now.

NATE

2:52 A...

TIM

2:54 Hey, how are you?

NATE

2:55 I'm good.

TIM

2:56 You know, at the broker conference, we were next to you guys at the show.

NATE

3:02 So, that was okay. Yeah... it just, I'm just going over like, the team. So arc recognizes that and he's not like I have to be this artistic cycle path. He's like or is

that guy so like or you should be the CEO? No big deal that's like your natural positioning. So, it's just a lot of great people that don't really have, a, me focus, right? It's like whatever needs to happen for the benefit of the business and all that stuff. So, it's great team. Culturally, the product is great, right there. The space is right for disruption. There's only a few people doing it even if we lose the race to top market provider. It's still like give me four percent of the north American market and I'll buy a house in woodland hills, right? Or what's that I mean. So, yeah. So, it's been really good. The, the only thing I'd say that's really like hard is I don't have pro core logo behind me. So, you find out that some people were like, I talk to you because you had pro core on your name.

TIM

4:05 Right.

NATE

4:06 Not taking your call because I did give a shit about a point solution.

TIM

4:09 Yeah.

TIM

4:09 Right now, we know that we know that game.

NATE

4:13 You...

TIM

4:14 Know, pro core isn't pro core invested in you guys?

NATE

4:18 They did, they invested a seed round a small amount, but basically enough to get access to what we're doing in the space, right? I've learned since leaving procor, that... Meg baldinie is sort of getting a bad wrap in the business is sorta, like she's like coming into the nest to eat your eggs, right? But I don't think she means to. I just think it's the decisions that pro core does after the engagement. Like they invested in build, got a board seat, never really used it figured out the landscape, the monetization, and then bought.

TIM

4:58 They built their own.

NATE

5:00 Well, they bought level set and it was like, and then now they don't even attend the board meetings. They're just like, yeah, like, thanks. And so there's just be careful kind of approach to like, hey take their money work with them, but be careful what

you share because they're gonna use it to either Bill by your competitor or by you. And those are the it's kind of immoral.

TIM

5:19 Sage has done that a little bit too. I mean, here, they've done so much work with pro core and then they just bought which I know it's no pro core or whatever it's called, that can core con or something that's going to be their project management tool for project for Sage intact.

NATE

5:36 So there it's a little, it's a little different because it's not like the sumo advantage it's not the market incumbent.

TIM

5:45 Absolutely.

NATE

5:46 The other way around.

TIM

5:47 Yeah.

NATE

5:48 But it's true, and it's actually happening a lot from like you look at Foundation, right? They're doing the same thing. They've got project HQ and they're buying safety solutions and they're buying estimating solutions. And my assessment is that's a lot of like tack on functionality to be relevant on customer requests or what the most requested thing is. But, it's not going to be competitive if your primary need is to get a project management solution for a large commercial build. Yeah, it's for our contractors that wanna like, you know, love the timekeeping whatever, and wanna do this good enough. Like we like the single sign in and stuff. So, Stanley black and Decker, like you're just seeing a lot of consolidation. It's gonna be, it's gonna be a thing how this all set... love it. I don't know about you guys but, to have been a contractor where I'm only using an ERP and everything else is not for me. And then watching all these conglomerate start to form and figure out what that looks like. It's I don't know, probably be retiring before it all settles on like truly siloed connected single sign on whatever.

TIM

7:00 Well, that's probably one of the reasons why, we figured I wanted to reach out is because you're right?

--- *Type of work* ---

TIM

7:05 I mean, we're never going to get into the business of managing inventory on the Construction side, never ever... right time.

TIM

7:16 Yeah, yeah.

TIM

7:18 So, but.

NATE

7:20 This is being recorded by the yeah.

TIM

7:24 By, until, I know you, right? No, no. What I was gonna say but we have to deal with it because we are in the business of managing inventory on the service side, right?

--- *Type of work ends* ---

TIM

7:36 But the thing that we were thinking about is as well, if there's some way to bridge that gap where we don't have to worry about the Construction side and it's doing something maybe with somebody like structure, then I think that's where we were saying we should probably talk because, and you're right? Because I think exactly what you're saying is going to happen, the Construction people will run the Construction business the way they need to the service group will run the service the way they need to. But there still needs to be some sort of, you know, transparency of information back to the accounting system. But again, as you know, try to tell that to somebody that says, well, I don't wanna put two pops in twice or three times or whatever, right? I mean, I don't know, but, and again, I'm just merely just throwing out and I, you know, I have no idea, but again, I figured, you know, we should at least be talking to.

NATE

8:26 Yeah, yeah.

TIM

8:27 Minimum.

NATE

8:29 There's some like where to begin, let's go. Let's go up 30,000 feet. Let's get out of like functionality workflow.

TIM

8:34 Value whatever.

NATE

8:35 From a partnership standpoint, like I'm building a playbook that's very like just, hey, initial engagement is like what's the customer base? Like do we have beta customers to test and sound board off of whatever we're gonna be proposing?

--- Purchase decision ---

NATE

8:54 Like let's make sure we're engaging with the right like process to vet this conversation because we can talk about it all day long, but it will probably be a little different when we talk to customers. Probably be a little different when we get product teams involved.

TIM

9:05 Of...

NATE

9:05 Course.

--- Purchase decision ends ---

NATE

9:07 But with that being said, that's the work if we through this call, say, hey, like let's explore this, go back to a 1,000 feet and go. Okay, well, can we work that backwards? The benefit of structure and why I pick them versus some of the other remarkables or whatever out there is... their go to market is very different. We didn't go. I'm gonna do electrical, which is like kind of what, the white combinator, the traditional SaaS like delivery method is built around like pick a enterprise to make a very tight product for a very small customer base, get it right? And then expand. They said let's go to market with pro core as our primary go to market and be agnostic. And that's why pro core selected structure as a strategic partner is we've created a platform that's like a cold purchasing process that you can layer in your process too. So it's not like does the software do what? We need? No shit. We have to change our whole process. It's we understood the purchasing process and say, like everyone's generating material needs, everyone's getting quotes, everyone's you know, getting order confirmations like that's an industry standard. So we facilitate that. Then the permit sons and who does what, and the roles in test like all that stuff can be determined by the contractor. So anyone can use our solution whether you're concrete or plumbing or whatever. As long as you're buying material, right? Your process can be displaced, which is the there's an out game report by Nika that came out talks about procurement and their survey based. It's electrical union contractors. But I was that the majority of people today are still using email in excel and there's like a percent or two per brand or logo out there, whether it be cojo or us or remarkable or whatever site sense. But that means that like everyone's doing it, they're doing it this way and they can use our solution point being my icpis, who I choose to go after based on complexity of process, not validity of the solution for their business.

--- Type of work ---

NATE

11:12 So it's like mechanical, plumbing, concrete, dry wall steel. And like site prep has an aspect. I picked those because they align with the TAM analysis that I know a pro core of where the majority of Construction dollars are by single brand. I did that so we can market tighter.

--- *Type of work ends* ---

NATE

11:31 I don't want to say where everything to everyone, it doesn't resonate wanna be able to build sales, enablement assets or web page content or something around a smaller group of trades. Those are the ones that I'll summarize all this stuff. You guys are taking notes. It's being recorded like this will be in the deck and everything like that.

--- *Parts management (inventory)* ---

NATE

11:46 So you don't feel like you got us memorize everything I'm saying... and then from an integration workflow. So, like anyone who's buying stuff service needs to buy stuff, it just goes in their Van, right? And they stock a Van of inventory for the majority of what they're going to have to use anything bigger than that.

--- *Parts management (inventory) ends* ---

NATE

12:07 Sure they'll have it drop ship to site and they'll coordinate all, be on site to receive it or something like that. If it's heavier, it's you know, doesn't fit in the truck, same process for new Construction. It's just different user log in. What I like is, hey operations manager that oversees service and Construction, right? Whoever those two heads roll up to purchasing probably isn't split by the two groups.

TIM

12:34 No, that's the problem.

NATE

12:36 Right. Well, that's the benefit, right? That's the it's a problem. But if our solution that solves for it, then that's wonderful because it's just project, right? So, if our project sync with procor and our project sync with service trade, then the purchasing department just selects the project that they're buying for, not a different process, just a different quantity.

--- *Parts management (inventory)* ---

NATE

12:58 So it's like the seamless, like you guys have different things that you track and you have less process on the service side than you do on the commercial side because

we don't require all that protection. It's a single job code, not 300 by different buildings, but you still have to supply them with material. And so you're saying you do that for service though, what I heard is you manage service inventory in purchasing?

--- *Parts management (inventory) ends* ---

TIM

13:21 We can.

NATE

13:25 Does it, is it a threat to say, do all of it in structure? Not lightly in service, right? Is it, does it diminish the value prop or do you have a skew you sell?

TIM

13:36 I personally don't think so. I mean, I think, if our goal is a service trade like core because we, you know, as we're going into more mechanical shops, they have a lot more that are needing to do that may carry inventory for the whole company.

--- *Parts management (inventory)* ---

TIM

13:52 And it's one warehouse that's shared for both service and Construction. And so, yes, we can take care of the service side. And yes, maybe their ERP or something else can take care of the Construction side. But then, I wanna know how many widgets I have sitting in my inventory. It's really hard for them because I've got two different systems and.

TIM

14:13 So...

NATE

14:13 You'd say, yes, we do a part of what you need but we don't do the other part and it kinda weakens the...

TIM

14:18 Yes.

TIM

14:19 Or we could drag into the Construction side, which we don't want to because we're not great.

TIM

14:24 Yeah, or we're trying to like cobble together something so that we can say, well, maybe kind of sorta do your Construction in here and use this weird field to put your

cost code, use this other weird field to put your job number. And, you know, fingers crossed, it goes over the right places.

--- Accounting ---

NATE

14:41 So, I think it's like job syncing, right? Like let's connect the single sign on or job syncing. So like projects in service trade come right into structure. And then you just start buying from them in structure. Like VP, just sounds like, hey, if you're setting up jobs and you wanna buy from them, purchasing agents don't live in service trade, they live in structure.

--- Parts management (purchase orders) ---

TIM

15:02 Right. I mean, all we really want to go to service trade then is cost, you know, you receive this stuff or you wanna know, it's on order. Now, it's because that's that is one of the benefits of, you know, the service, you know, the guy goes out there and he says your compressor is broken, let me order it.

--- Parts management (purchase orders) ends ---

TIM

15:17 So now purchase has been created. Now, you know, the shop receives it, they want to update service trade and then somebody can go, it's in, we can schedule that work to be completed. So.

TIM

15:28 Which is...

NATE

15:30 What's your ERP integration landscape? Do you integrate to a bunch of them to just a few?

--- Accounting ---

TIM

15:35 Same as you and pretty much the same same folks that you got on your website.

NATE

15:41 Yeah, but, friend, DA, right? We're not saying anything. No, not really, we have a Sage, I think 100 and that's kind of it with our integration is actually like import export for the others like excel.

--- Accounting ends ---

NATE

15:59 So, it's not real integration. In my opinion, we're talking to vista and trying to do that with new revit procurement and the whole thing.

TIM

16:08 You?

TIM

16:10 Really spend some money then with re?

TIM

16:11 Yeah.

NATE

16:12 They can't even tell me I was like, so what's your pricing? And he's like, well, there's what we used to do, but now I don't know, but maybe it's this.

--- Pricing ---

TIM

16:20 May be a strategic part.

NATE

16:22 Hope to find that I'm like or just a blank check is what I'm in hearing?

TIM

16:26 Yeah, I know where thing about.

TIM

16:28 They wanna charge like a set fee annually, but they break it down by month. So, at first it was like 3,000 dollars or 6,000 dollars annually. No, no, 6,000 a month then.

--- Pricing ends ---

NATE

16:39 He told me 20 grand maybe is all of it. But then maybe the calls and like I don't actually buck know what to tell you.

TIM

16:47 Yeah. It, it's expensive. We've just postponed.

TIM

16:50 Yeah. We, we kick that can down the road.

NATE

16:52 So that's what I said, I was like. So this guy is gonna have what's his figure out is name, Adam, Brian, what was the?

TIM

16:56 Yeah, that's right? I got you.

NATE

17:00 Fight for a bunch of resources and defend, no, what he owes from a golden handcuffs standpoint. And so like the price is going to be like until we get management to agree that I can monetize it over the fuck I want as long as I give you my owed percentage.

TIM

17:14 Yeah, I...

NATE

17:15 Don't want to be in the middle of that shit with a huge company like tremble that doesn't have dedicated Construction resources. They have the tremble engineering machine.

TIM

17:23 Yeah.

TIM

17:24 Well, the river group is, you know, was there, yeah, it's rebranded tremble, but I mean, they, I will say that they do know the space that group does, but we have integration with intact as well.

NATE

17:38 Yeah. So, they know the integration capabilities, other systems I agree. Their, their team is, in fact, I talked to Russ over at tremble. I mean, at... 10 and he was like great experience. Like what they build is fantastic. And I was like, right? But how much I could build it?

TIM

17:58 I mean, the customers only want to pay, but so much. Yeah.

NATE

18:01 Yeah. And I have to build it into my subscription if I want to sell the integration. Like I kinda need a fixed number to be able to factor out any who between you and I, if that's something we have to map out as like cost data goes, that could be huge for us on incentivizing our spend for a build. If we are sending projects to you and cost data gets into the ERP, like we may be able to white label your ERP integration to use on the Construction side as a pass through. If you guys can open and enable that, then you can charge for API connections that you're actually not really facilitating as a project in your system. I'm trying to get pro core to do it. I'm like you built all these integrations, just, sell them without it running through a pro core instance. It just has to put on the back end. So, hypothetically, you have no relationship with this contractor, but you're charging me to run integrations through your system and I pass on to them and they don't know that they're working with pro for... that's like way longer down the road, but I think...

TIM

19:06 That's an interesting thought too.

NATE

19:09 And you guys could have the same conversation with them. And just in fact, I'd encourage you to talk to doctor to be like we want that because I want them to hurry up and do it. But it seems like a much cheaper and better path to integration than build independent. And I said, I told profile if you guys are trying to be the platform and the leader in the space and enable all this like shared connected day, you preach it to your users, but what are you doing about it for partners for user benefit?

TIM

19:35 Right.

NATE

19:35 Like you can't you know, talk the talk, walk the walk.

TIM

19:39 Yeah.

NATE

19:40 Eric's on board but he's gotta go. It's gonna push that boulder up to. I do have a dedicated product ERP team to be able to do it. That should be on the road map. Is all the same between us cost data. Let's stop there. Let's stop with push pull. And what's the web hook, all that there's value to that. I think we can solve it for the whole business, and go to market with a bigger message. What I need to know though is propensity to spend cost wise. Like, I don't know that we have like service contractors. I don't think we've targeted them. So, I think step one is like we need to get you an eye on the phone with a really good customer that has this problem and say, I mean for... depending on size, like if we took the smaller contractor for example, where price wouldn't be a problem.

--- Pricing ---

NATE

20:37 Like, I think we go from like 400 to 1,200 a month is like the banks of the river from SMB to enterprise.

TIM

20:45 We're on a 1,200 for what?

NATE

20:47 Everything per month.

TIM

20:50 So, like right now, with service, they have like mobile warehouses, ie their trucks. So if, you know, could you, do you guys also track inventory? So if you do you have any additional costs if you have like multiple warehouses? So.

NATE

21:08 So that fee is flat like it's just kinda based on revenue like what the pro core does, but it's all, it's the unlimited users and every, all of the tools. And, you get every functionality that we have within the platform, for one monthly fees as low as.

TIM

21:24 Revenue, 1,200 is the cap like.

NATE

21:26 Yeah. So what we charge per month for like a company doing 200,000,000 dollars is probably around 1,200 bucks a month.

TIM

21:32 Okay.

NATE

21:33 But if you're doing 5,000,000, we're gonna charge you about 400 a month. So it's not that expensive for what I think is a shitload of benefit for displacing email and excel and, you get auto generated POS and bills and materials.

--- *ST app contracts and pricing* ---

NATE

21:51 You can import your estimate. We do company level material lists and we do projects specific one. So if you wanted to change back to say like it set screw not compression like don't order the wrong material. We don't even show it to you on the list. If it's not on the list, they can free form, enter it.

--- *Parts management (inventory)* ---

NATE

22:06 And then it shows up as a custom item and a purchasing agent or project manager should gate that and go, why the fuck are they manually typing set screw? You didn't see it in the list because you're not supposed to be ordering set, no compression, right? Like... there's a lot of benefit there that we do.

--- Invoicing ---

NATE

22:22 The, the, one of the best things I think is invoice reconciliation. So, a lot of contractors especially in your space, I think are paying for multiple invoices and saying, you know, if the invoice isn't over a 1,000 bucks, like we just auto pay it, we don't even review it. It's there's too many of them. It's not worth the time but a lot of that is double payment. And then you just reconcile what you owe a distributor at the end of the month and it's like, well, so we've already paid you 25 grand, like, but we haven't paid these invoices and like, I don't know all, it shows you only 25 grand like, alright, well, and ignore all of those other invoices because we're trued up or we overpaid them. What do we do? I don't know, don't pay for the next two and it just becomes this like accounting by remainder, or you just plucking over pay like you just paid the two invoices. You think that's what you owe?

TIM

23:08 So, when they get bills in you, would it, would... you import the Bill or it's like?

--- Parts management (purchase orders) ---

NATE

23:18 The invoice comes into the system. They email it in, goes through like a dummy email comes into the system. We or we scan the invoice, we match it up to the po detail line, item for cost and item, and we put it on the screen and you just look and go, yep. Yep. And then there's a little function that says field receipt like acknowledgment, we, this is not on back order. We did get the whole thing. So you've got field acknowledgment that this is okay to pay you've. Got match up on price and scope. You can do things like, hey, we're getting invoice for freight that wasn't on the original quote.

--- Parts management (inventory) ---

NATE

23:47 So then we modify the po by the amount. There will be additional services and then push that to accounts payable and say, okay to pay. So.

TIM

23:56 Their...

NATE

23:56 Package between accounts payable and purchasing it's. Like you guys can now love each other instead of being like your shit is not accurate. What do I do? So.

TIM

24:05 Do you guys handle that? Is a big issue that we have because, you know, with service there's a lot of parts that are bought wrong part, but they got to return it. Do you guys handle returns?

NATE

24:17 Not from a product standpoint, where it's not like here's the return menu.

--- *Parts management (inventory) ends* ---

NATE

24:21 It's more like communication in app against an order. So we have segregated chat where it's not just like some big long continuous chat like slack channel, you're like what are we talking about today? Groupify? People that specific to whatever item you're in. So here's the order here's, the invoice here's, the quote, whatever chat links it to that.

--- *Parts management (purchase orders) ends* ---

NATE

24:42 So, hey, this order was wrong chat, the vendor email fix it. So you can keep it tied to, the issue. So like for back orders, the same thing, right? Like, hey, I got this. Packer says it was shaft shipped, you're invoicing but you're invoicing for all of it. So, no, because packer says back order whereas the new order goes in or new workflow created or however you want to handle it. But the visibility is the point the communication in app with all of the stakeholders to be able to get a thing facilitated is what's most important. What you're describing is a technician in the field has to reach out to somebody in the office to communicate something different. They have to then go and repeat the whole buck and process to a supplier. And we can just say, hey, well, why can't the field guy talk directly with the supplier?

--- *Parts management (purchase orders) ends* ---

NATE

25:30 And everyone can see the correspondence and be able to understand what it's specific to even as it relates to invoicing and payment?

TIM

25:37 Yeah. So.

NATE

25:40 It's kinda easy to sell because people are like, what does all that I'm like, well, yeah, you got a ton of paint. The, the best way I know how to say guys is when I go onto phone calls, I am telling people of the disease that they have and having to

convince them that they have one. And then when you do, they're like, yep, no, I didn't know that was called cancer, but that sounds right. I do have a huge not on my head. I've just had it my whole life ever since I got here.

TIM

26:03 Yeah.

NATE

26:04 So it's pretty simple but pretty impactful. I guess to just shorter answer is, yes, we do that.

TIM

26:17 So I guarantee we probably already have a joint customer or have been in opportunities together. How many, how many customers do you guys have now? Or ballpark?

NATE

26:27 Again, friend and me just over 100. We should be a lot further along. Like when I got here, I was like what? But that's okay. That's opportunity. So... good customers though. Like we started in New York, we opened up the office in Texas and we're signing people up... but we just haven't gone to market with a ton of capital. We just raised a big round. We're spreading that 7,000,000 big round, 7,000,000 bucks. There's something on the horizon that could really low.

--- Pricing ---

TIM

27:00 First round, I think as eight or nine. Yeah.

NATE

27:03 Yeah, we've got something coming up in the immediate future. It's really going to be a game changer but I can't really talk about it. The, the comparison I give you just so you have, the whole landscape is cojo got like an a through see through D round almost a year or two. They got like 40,000,000 bucks. I think it's a terrible fucking idea. Like they didn't have a good product market fit. They went to market and they actually retract Ed seven percent because of that, but they got to hire cros and, you know, go get 4,000,000 in revenue with 100 people in the business, but it's just a white combinator like accelerator get big fast.

--- Pricing ends ---

NATE

27:41 I don't love it and you got to nail the number through recession to make the evaluation, right? But they do have more customers but they're behind in functionality. So it's like a talk to a customer. It's like, well, so we could go talk to all your customers that have a huge long list of requests... but at least we're having a conversation or you can talk to a couple of solution users that are stoked. And then

there's remarkable who's like doing the same, go to market as cojo. They went electrical first, but they kind of are being built by electrical contractors instead of a company that's focusing a software company focusing on electrical.

TIM

28:21 Yeah.

NATE

28:23 And it's a good product per electrical like it does some submittal call out stuff. It's I think it's pretty cool. But again, they don't do a lot of what we do but they'll catch up slowly for the next year.

TIM

28:34 Heard of them. Remarkable when you said that.

NATE

28:37 Yeah, lighthouse electric. There's a couple of like logos on their webpage that like actually funded and backed and worked with them to create the solution. So it's like I call it like booboo, right? It's like a boo, company. It's like it's for us. But, yeah... and then there's intel away, but there's super industrial like they have a lot of functionality, but it's like Johnson controls, system build, drop down the square, the UI and ux is crap. It's it, they service the industrial sector at a candidate mining, and then they're like we should sell this to everyone. I'm like, well, you should round it out and make it look like an apple app a little bit, but I like being the team up there, but that's your competitive space. Don't go partner with them.

TIM

29:25 No, no, that's right.

TIM

29:30 Yeah. I mean, what else?

NATE

29:35 More questions?

TIM

29:36 Melody... I mean, we don't have any. There was no customer that has driven us to say we gotta go get this figured out. I think you're kinda saying the same thing we're thinking and saying, which is, you know, partsledger is a necessary evil for us that's our parts management. But I think the reality of the big world, the big customers I sell to on the enterprise side, it's gonna be something like this that they're gonna need because they're just not gonna, they're not gonna separate their purchasing in the service department and their Construction part. They're just not gonna do.

NATE

30:08 Did I hear? Let me sure? I heard this, right? Are you saying that the go to market value prop where you're gonna land this is with up market enterprise north of what 100,000,200?

TIM

30:21 Probably probably, I mean, if somebody tomorrow wants to buy it, I'm fine with that too.

NATE

30:27 But you wouldn't go message this out to SMB and mid market.

TIM

30:32 I think we would.

TIM

30:33 I end or the size, I mean, you know?

TIM

30:35 Actually ask.

NATE

30:36 Way, I'm sorry to finished with that time because.

TIM

30:41 Yeah. I mean, I think there's the smaller customer is more manageable. It's the larger, you know, size customer that's more of a problem that we run into.

--- Paper process ---

NATE

30:51 So the complexity is exponentially greater. You're doing more of it, but I, I'm just, I think the process is the same. I think it's still email phone excel, all of the old ways Construction manages process without software. Yeah, it's just well, yeah, but I just have the one spreadsheet so that's fine at SMB versus everyone's using a different spreadsheet.

--- Paper process ends ---

NATE

31:15 The data is not right? It's all backed up and it's 3,000,000 dollars of misordering commodities, right? The reason I ask is I don't love the idea at our scale and size of attacking enterprise because I think it costs me money and a lot of different ways. I'm not going to be able to monetize them to the level I should when I break my products out later. When I start offering like product... segregation like the module I sell, and this, if they're already on the platform, I only get a few 100 logos

in enterprise in North America to go win if I win them now. And I try to convert them later to a new pricing model.

--- Pricing ---

NATE

31:55 They're fun. You didn't change much and you're charging me another 40 percent... like procor for example, has like 88 percent of enterprise logos in North America as customers and you're like what they have four percent of their CV. So like cool, you got them to sign a contract, but they're not, you're not monitoring for shit.

--- Pricing ends ---

NATE

32:15 They don't they're not solution works for them. They're just like we'll try a piece of what you do to see if we like it. And the answer is going to be they don't because you've got a lot of work to do before you become a labor equipment, material management solution for sub, right? I don't want to get to that place where I've already sold all the big boys and that well is a little dry. Plus I think I'm going to run into issues with ERP and other connections that the product doesn't do. And they're going to have a wish list of tech debt for me to get into long story short.

--- Pricing ---

NATE

32:45 I've told the business I think 70,000,000 below is where we go. And we segment that as zero to 20 and 20 to 70. So I would love to land in mid market with you all even though I think you probably have a shit load of emerging.

TIM

32:59 I mean honestly.

--- Accounting integrations ---

TIM

33:00 A lot, we say enterprise, I mean, that's a lot more of our enterprise. We rarely get the 100,000,000. I mean time, they want their own special thing. I mean, I think, but going back to what you were saying on pen and paper and excel spreadsheets, I think a lot of what we run into is that I'm on vista, I'm on Sage 300 and now, but God, I hate their service module. I want service trade, but I'm doing all these things in here. Purchasing is all one unit. And now I'm breaking off part of it. And my service department has got all this new fund technology. Why can't I have a piece of that? I mean, that's really what they see that we have literally a customer right now in Sage 300, they're doing, they're using our purchasing module for service. He's like, can we make this work for Construction? Because I hate iv and Sage, I hate.

NATE

33:54 They try to flex, the usable like we have this can.

TIM

33:58 Yes, and more like you, but we're just not a good. We weren't designed that way.

TIM

34:02 Yeah, you know.

NATE

34:03 And our ERP lets us do some stuff. Can we just use that? And they're like, and then that created some friction and problems. And so then we went to another solution that's Construction specific. And then we try to do the same thing with them and it's just like do contractors do this with software? But you're not going to be like, hey, can you use the back as a ditch witch with the same bucket and like just try to scratch out with the corner?

--- Accounting integrations ends ---

NATE

34:28 Maybe that like could you make that work? And you're like, no, it's a slow as shit. It doesn't make any sense, right? Anyway. So what would be good loosely is we can go attack the market segment that we both want to. I don't have as many customers to bring to you. So it would be either signing up new or retaining or expanding. Maybe I guess that's something that you'll have to think about of like what's the go to market with structure? We're not a, we're not gonna get you a lot of new logos through our customer base. Unfortunately, just where we are.

TIM

35:05 I think personally, I think what we're looking for more is, you know, solving problems that let them move forward with service trade or retaining customers.

TIM

35:14 Right. We sorta like you said, right? We know who we are, we know what we're good at, and we constantly are getting dragged into things that we just don't want to do. So, I'd rather find rather have a way for these people to land somewhere that's good for them. So again, they trust me as a vendor.

NATE

35:32 Okay. And then how do you, how does your company operate? Well? I mean, I know some of this but like this always comes up like, does referral work? But then it's like you gotta talk to reps all the time. Does it just become a... is there a rep share? Like what's the model that you want to engage that you think will drive? Is it just build the integration and you'll go go to market with it. And then I don't know like you just signed up that new customers and send them over that's that seems like referral. And it's gonna come up when your sales teams are like, it comes up organically on conversations or we enable them with, you know, whatever the campaign is this week kind of a thing that's kind of in a list of things. But I like to talk

about it early because if you have a barrier to partnership from a... culture sales ability like don't structure the integration or the value to not be supported with, go to market. And when I say market, I mean, sales people more than market.

TIM

36:37 No, I agree. I mean, we don't typically do a lot of reps here. We typically, you know, I mean, we talk about impact all the time. We, we talk about Sage all the time, right? Because we know those integrations are the better integrations but I don't get paid from impact every time I send them a customer. Do we?

TIM

36:54 No, we really are just looking to get them, you know, it's a roadblock that we've got to get passed.

TIM

37:00 Sales objection or just, yeah, but it's a good. I mean, that's exactly what we got to think about, right? Is like what's the best way for us to say? If we're gonna do something, right? What's the value, what's in it for both of us?

NATE

37:15 Respond to that from my side. I don't know who's gonna build, but I'm thinking about it as if I build the integration, right? If I say I want to integrate the service trade because you guys are the bigger market name or you have more customers, right? Like I can monetize the service trade logo better than you can probably monetize mine from all the different ways to monetize it versus you're gonna use our functionality to win deals on objection handle. That seems like a smaller sample set of like when it comes up, I've got a web in for that versus I'm gonna go tell the whole world. We now do purchasing the ratio. It's going to open up a whole new market. And, yeah, right. So if I'm the one building new logo is perfect for me. I'm happy to not have any sort of referral rips or whatever like that. If you're just bringing me new logos. But then it becomes, and I have this problem with another partner. What's like, well, what's how do I, how do I project for that? How do I say? I'm going to be able to rely on a, an amount of logo? Like what's the cadence and they're like, I don't want to build something that creates the opportunity for blue birds which is like I came up and like...

TIM

38:20 Over came a referral.

NATE

38:21 Like, but do we have a way to say we have sales place for this? We have campaigns that will run at these intervals. So like Q3 will be a great one. And then we'll be quiet because we were rotating through 10 other partners or our product releases or something like that. And I can start to say, if I do a thing, this is when we're going to get the proceeds from it or this is how we're going to ensure some level of predictability against it. That's a really hard question to answer by the way I say that like it's like piece of cake. Yeah, we'll just provide you a revenue road map. But like it's kinda the apex attainment and partnership where it's like that's your ground

game is usually what I would tell people. Like your ability to monetize this is by you going out and telling people about it. And if they come to us or come to you like, hey, it's joint win with goto market... rhetorical by the way. Like I don't expect that for that, but something to think about.

TIM

39:19 Think about.

NATE

39:20 Yeah, yeah. Because we're going to have to sell it to our engineering department.

TIM

39:25 Right. No doubt. I mean, you're right? We, and nobody wants to go to work on something that's not going to resolve in anything.

TIM

39:31 Yeah, like you said a bluebird, every.

NATE

39:34 Yeah, which is what I have with procure. That should be like, my God, there's so much to do there. But between you and me, this is fun. Cool. And I recommend you do it. It's like I cross beam connected and I'm like cool. So like you have 4,000 something prospects of mine, like I'd love to just reach out to them and they're like, no, that we customer marketing protect or whatever is like, I just wanna know, I know that I sell really well to procure integrated customers at almost 100 percent close rate when I engage them in an opportunity. So, I was like, just give me the, just give me the logos and I'll build them into a campaign market. So, I got that list from cross beam. I paid 800 bucks for a month and I was able to export reporting from it and then ran that campaign and said we'll just don't tell them we know, but just call them knowing that they have it and that when we get later in the technical fit of the evaluation, that's gonna come up and be wonderful. But just like here's, a list for sales to hammer. So that's me saying I don't care if you talk to your sales people or not about me as long as I know who your customers are. I'll go rely on my ground game for an efficient value pro.

TIM

40:41 Yeah, yeah.

NATE

40:43 I'm answering the question I asked you for you by the way, which is like, thank you. Why I don't sell?

TIM

40:52 That, how much crossbeam cost a month is 800 dollars?

TIM

40:54 We don't think we.

TIM

40:57 Yeah.

NATE

40:57 Yeah. Okay. So looking into it and seeing something and being able to be like that's great information, they're really smart is free and you're like this is a lot of information for free. But if you try to operationalize it, the way sap works with like campaigns and customer.

TIM

41:11 Yeah.

NATE

41:13 Operations, right? Sales and marketing ops can get, you have to click through chevron of like 645 different clicks to copy paste. And then you don't get all of the column data to export information, cost a bunch. Well, I'm like Eric, I worked hand in hand with you for two years. We crushed like can you export that for me and send it? And so stanford has a course on this call, this intermediation like the platform versus the product. And that's the danger of like I'm going to try to cut you out of the middle if you don't enable me to use you. So I went to someone who's paying an enterprise license, said you can export like just export and send it to me instead of me having to pay thousands of dollars for that functionality. And my buddy in partnership. Ironically, the thing that they're enabling was like absolutely... you know, in some way violates dances or something like that. I don't know.

TIM

42:03 Because I wanted more.

NATE

42:04 Information. I was like, cool. I get this but like, give me product views, give me all this other stuff. Now, procure has the integration to Salesforce. So they get all of that like import cross beam into Salesforce and then run reports off it... so that's just gaming it. But point being is like, we can share information about our customer basis with agreements. And I mentioned that we know, so that could be a go to market for campaigns to talk about joint value prop without relying on a lot of transactional engagement. And I'm super open to all of this creative shit to make it worth it, especially if I can sell it to engineering as I have the, I have the technology, right?

TIM

42:43 Yeah. What the other thing is, are you talking to any partners like ethos or cord in for alliance?

NATE

42:52 I've never even heard of any of those who, what?

TIM

42:56 So...

TIM

42:56 Sage, intact partners.

NATE

42:58 I...

TIM

42:59 Can try.

NATE

43:01 I am, I have an initiative written and I want to explore them, as, because I know it works really well for pro core. I just, I'm not getting any traction. I have a meeting next week with Andrew the new guy at pro core who took over for Sarah marks, which I don't care who you put in her spot. It's gonna be better because she's...

TIM

43:24 She went to a Liane, I was wondering.

TIM

43:26 At a line. So.

NATE

43:28 I know, but like, I don't mind telling you because if you're nice, I'll tell everyone how wonderful you are, and if you suck, I'm gonna tell everyone how much you suck, like you don't suck.

TIM

43:38 It was a...

TIM

43:38 It to be gone.

TIM

43:40 Yeah.

NATE

43:41 Just, it was, I was always so nice to her and like giving her meet ball like 10 her up for opportunities and doing a bunch of work to benefit her. Like I don't need this opportunity. Like why don't you take it and tag it for Sage? Because it looks like you're not going to hit your number.

TIM

43:55 Yeah.

NATE

43:56 Anytime I had an ask, it was like I'm too busy. I don't have time. It doesn't service me and I'm like neither.

TIM

44:00 I, that I ever did.

NATE

44:01 For you, but what the fuck, right? So, I was like...

TIM

44:03 I got...

NATE

44:05 A partner. She's a sales person. She was like, I need my number. I don't give a doesn't do that. And I don't appreciate that. So he's gone non responsive. It doesn't give a fuck about anybody or yourself is not my people.

TIM

44:16 Yeah, my.

NATE

44:18 Point is I reached out to her to be like, I'd love to learn from you about everything that you experienced and building this program successfully at pro core. And now that you're at, where is she alliance?

TIM

44:29 Once...

NATE

44:30 That maybe you're a good person to talk to get in there crickets. So, I'm going back to pro core and saying, hey, Steve Jones and everyone else has built all this stuff like consultants certified consultants very recently.

TIM

44:43 Want...

NATE

44:44 Out of the possible channel. But I am at my like.

TIM

44:47 Well, maybe I mean, and again, maybe that too where we can help a little bit. Is, I think that they're going to be important for your success? If I'm looking at it from a standpoint, you tell me if I'm wrong, but for example, with us, when we're involved with them, it's usually because we're doing an intact and a service trade deployment together. So they're doing accounting at the same time and I could see where this could be another solution that they're adding for the customer as they're switching off of some of these old legacy systems. So.

NATE

45:20 Yeah, my strategic vision is the bundling with us on their paper, which is like...

TIM

45:29 Right.

NATE

45:29 Not far, such a long way away. Like the goal to be able to do all that product like.

TIM

45:34 I know we're still on the same but, we haven't been having to cross that case either. So.

NATE

45:38 So that's where I wanted to go, but I think that's five years like probably the fuck not like because in the meantime, they could be like or just make the referral, and we'll sell our...

TIM

45:49 Kind of that's where we are. We're doing right now, we just say look refer, we'll pay.

NATE

45:54 And they're all about it. So that's why it works so well at pro core because they're like I have to go through a whole go and trying to sell Sage or I can just kick you something and get paid this huge chunk for doing nothing.

TIM

46:04 Exactly.

NATE

46:07 I just think we all know, and they're like here comes another company trying to get us to set up referral.

TIM

46:12 You're right? It's an uphill battle. I'm not going.

TIM

46:14 A target.

TIM

46:15 They didn't really talk to us for the first two years and they're like I'd go pouncing.

NATE

46:20 Yeah. So.

TIM

46:21 You with or take this away from core cloud?

NATE

46:27 Cloud... don't know it, either. I'm writing it down.

TIM

46:32 Okay. How's the old afternoon?

TIM

46:35 It's on like have an exchange who has timber scan and other crap like that, but we have two prospects that are on core cloud and it's basically.

NATE

46:48 Temperature...

TIM

46:49 Monitoring...

TIM

46:50 No, it's gonna be hard to look up like.

TIM

46:53 Clouds gone, right? Because I tried to look.

TIM

46:55 Yeah, it's really hard to.

TIM

46:56 Look up.

TIM

46:58 Avid avid exchange for cloud, maybe avid.

NATE

47:03 I like the AB company like Mega corporation avid.

TIM

47:09 No, the like payment processing.

TIM

47:11 A BIDX.

TIM

47:12 A X change. Yeah. And then it's, they own the product or bought, they bought it. I don't think it's really sold that much.

TIM

47:23 The...

TIM

47:24 Super varied.

NATE

47:26 Why did you ask about it? I got it here.

TIM

47:29 Two prospects that are on it, hate it, but... it's like the opposite of us. Well, it is your product. It is like does it does in like a worst older way? What you guys do but they've kinda cobbled it into working with service and it doesn't work well. So, the, both these like one we're very engaged with. They're looking at us but they use cork cloud which is basically like I said, what you guys do and, you know, what you guys do is perfect for Construction. And so this is one that's got a shared warehouse that does, that holds all inventory for Construction and service.

--- Parts management (inventory) ---

TIM

48:08 And they're like we love your partsledger for service, you know, can we move all Construction to do that? And we're like, no.

NATE

48:16 There, there, their go to market is an accounts payable automation?

TIM

48:20 Right. The buried in that.

TIM

48:21 They, they bought?

TIM

48:23 This other purchase order system called core cloud.

--- Parts management (inventory) ends ---

NATE

48:26 Yeah.

TIM

48:27 I'll define it.

TIM

48:28 You, it's buried it because I guarantee they're not trying to sell.

TIM

48:33 Yeah. If you could find those customers using.

NATE

48:36 I got it. They're probably converting the customer base or something like that.

TIM

48:40 100 percent.

NATE

48:41 Great, but not super threatening, but good to know that it's out there if that ever comes up.

TIM

48:47 I think that's an opportunity.

TIM

48:49 It's opportune for you to take the business and get them off of core cloud.

NATE

48:54 Have any customers?

TIM

48:56 I don't but there's some monster customers like not in your enterprise level size, but, good size. That 20 to 70,000,000, I would say range.

TIM

49:04 On the Construction side, again, I don't see much on the service side because that was more of a Construction.

--- Type of work ---

NATE

49:10 Okay. I wanna sega because we don't have a ton of time and there's a out that are not related to us per SE. What do you guys think about? I have a perspective on you guys and BuildOps versus like commercial versus residential? Are you guys... is that threat upcoming?

--- Type of work ends ---

NATE

49:35 Is it on your radar? Do you see them as you're attacking commercial? They're attacking residential. Do you have a perspective on because they're getting a lot of press and are hiring a lot of people and.

TIM

49:44 Yeah. So, so they are a pain in my ass. There's thorn in my side.

--- Type of work ---

TIM

49:49 They are in our space. They're not residential. They're definitely commercial. They're more focused on the project side, which is interesting because they've been going around telling people they can do.

TIM

50:00 Service and they can.

TIM

50:01 Do Construction so we can do pro.

TIM

50:03 And...

TIM

50:04 We can do service, right? And, they can.

--- *Type of work ends* ---

NATE

50:09 You have to address all this fun and everything.

TIM

50:11 Yes, yes. And they're, they will promise the moon and they will deliver nothing. Okay? So, I don't know what you've heard, but there, I can't tell you how many customers or have buyers remorse from buying?

NATE

50:27 Well, personally, like I've got a bunch of colleagues that are going over there and singing praises, and I got a sales guy that's going to go join them. And that's kinda what I suspect it is like you're saying everything, but there's never, like, I gotta ask some other people what's going on over there. We're trying to recruit me. And like I just started in a business, I'm not going over there, but.

TIM

50:46 I would not, I wouldn't do it. They, they were, they ran out of money, had to go raise another round. And, and again, this is just me talking to you as a friend. I mean, people, I mean, they're known is just a bunch of slime ball.

NATE

51:00 Yeah. So that's kinda how I feel about cojo by the way. And, and actually like Maria and mica, but cold.

TIM

51:09 Really?

NATE

51:09 Like it's like you're just the number if you don't hit the number, you're gone, it's like salespeople feel so pressure that they're just selling promising the world and people are disappointed because they have to get a deal done because it's they know exactly what human performance looks like in a 40 50 hour work week. And if you don't work every minute every day, you're never going to get to your number. And so that's why they're contracting customers are like you said, it integrates to this and does that. And it doesn't like with a similar is what I'm hearing I had it's funny like I came to structure to do a couple of jobs, one of which was product marketing, a product marketer left cojo and back filled the position that I left at poor and we were

talking and she gave me a bunch of insight but good to know. The, the other thing I wanted to hear about is like macro economic in Construction today. What's your assessment? What's happening out there is when you go look at the largest scale, it's like backlogs are great. There's all of this infrastructure spending like the Construction industry is healthy. What I'm seeing is a contraction, in software sales. We're not doing as well in Q3, which I try to tell my company when I got here that Q3 is like the worst month for selling software and Construction annually. Typically, you see a lot of that, but, I wanna know what you guys are seeing or what your, is it things are great and it's all an upward trend. Do you have a high level review of like a macro economic situation?

TIM

52:39 So, service is a little bit different because service never really goes away especially in the lean times on the Construction side. Yeah. But I think you're right? I mean, people's wallets, they're holding onto their money. It's not, it's you know, seems like the deal. The cycle is definitely slower than we would like. I mean we are, we're on target for the quarter for the year. So we're actually at our numbers, we're doing good... but I mean, I, you know, I think they're there's some definitely nervous nellys out there on the, in the customer base for sure.

NATE

53:18 It's like this template optimism. They're like we think it's going to be okay, but we're not willing to bet on it. We're...

TIM

53:24 Exactly.

NATE

53:25 Yeah. And so that's kind of what I've returned to the business and said like it's summer also, like things are about to slow down a lot from external focus. Everyone's going to go real hot and heavy on schedule on site and not be able to handle anything else.

TIM

53:40 Yeah.

NATE

53:41 And, the combination of those is like, fuck if you didn't have a good queue to like buckle up, you're going to have the Jesse board commit or something?

TIM

53:48 Yeah. Now, yeah, wrong. The other thing is consolidation, there is a shit ton of consolidation going on in this space.

NATE

53:57 Say more about that meaning?

TIM

54:00 So, they're...

NATE

54:00 Evaluating more solution.

TIM

54:04 Yeah. Riverside capital is going around buying up a bunch of fire companies, mechanical companies. Now, this is more in.

NATE

54:11 Customer side.

TIM

54:12 Correct core is buying up more companies. There's a group out in Colorado. Now, they're in Arizona, pueblo went and bought, I mean, pueblo is on the big buy. I mean, they, they've been buying forgetting everybody.

NATE

54:26 Yeah, Scott maker is, but...

TIM

54:28 Yes, yeah.

NATE

54:30 I actually did ground break presentation last year was purposeful in bringing Scott maker and Scott, I mean, not Scott Frank to say that like consolidation is happening. And here's an example where the little company introduced proper to the big company.

TIM

54:44 Yeah.

NATE

54:45 Because I was seeing so much consolidation at market so good to hear that you're still seeing that more but keenly aware of that.

TIM

54:54 Yeah.

NATE

54:54 I think that's opportunity though not risk why you bring that up as a statement of fact or is something that you think is prohibitive for?

TIM

55:01 So, for us for everyone, we win, we lose two on the other end, right? So, yeah, you're right? We win because we'll get, we'll if it's a customer of ours that's doing the buying, we get the win because we get the expansion, but there are also situations we've had good accounts that got acquired and now we're moving off, to this system or to that system because we got coins and they're all going to coins now. So, I...

NATE

55:26 Selling the parent company is fucking fantastic.

TIM

55:29 Exactly.

NATE

55:30 Telling, the subsidy, it's difficult.

TIM

55:32 Yes.

NATE

55:33 Yeah. Why I used Frank in that case because I'm like see here's where the subsidy actually change the mind of the parent, but that's rare. So, I, it's a good, it's a good call out of like, hey, reps, if it's the parent company buying, stay tight to that business because pueblo is going to be one. You wanna ask, what are the next seven that you're gonna buy this year?

TIM

55:51 Exactly.

NATE

55:54 If, if your little companies are by stay type them because you're probably gonna lose that up, yeah.

TIM

56:00 Right.

NATE

56:00 From a, from a churn prediction that's right?

TIM

56:03 Yeah, that's all though. I mean.

NATE

56:06 Not as much a problem for me because I only have 100 customers, but if it happened to one might be like, there goes one percent.

--- Purchase decision ---

NATE

56:17 Okay, great. You're you're turn anything in four minutes besides next steps and anything else. Leave anything off the table for you?

TIM

56:26 No.

TIM

56:26 I just really like intro, you know?

TIM

56:29 Yeah.

TIM

56:29 Right now, yeah.

TIM

56:30 For fire, this is, you know, they're trying to replace this, we may bring you into that one. And then again, we'll bring you in, if there's an opportunity, I'm calling you just to say, hey, you know, let's see if we can figure something out. So.

NATE

56:42 Okay. So, with that said, I think what we should do is next steps is you guys need a product demo. You gotta understand.

TIM

56:50 That would be great. That would be wonderful.

NATE

56:52 Right. Because in lieu of an actual like formal partnership is, I know a guy that does that. Yeah, I know. Okay, right.

TIM

57:03 Yeah.

NATE

57:04 Because you need to be able to say, yes, not no, as soon as possible and it doesn't have to be through integration.

--- Accounting integrations ---

NATE

57:10 And the reason I say that is we don't integrate to a bunch of ERP, but we're efficient up to that point. So your process today sucks. We make that way better. You're already manually inputting the ERP, you're still gonna do that, but let's talk about all of the other stuff that's automated.

--- Accounting integrations ends ---

NATE

57:25 So even without a product integration between us, I still think we can say, who cares? We're going to facilitate purchasing across your whole business. So like you can still buy service, trade. You're just not gonna do the procurement within us so you can do everything else.

TIM

57:37 Yeah. And I mean, what's your back end open apis or... no? Bless you?

NATE

57:46 Glad I got them out the mute by the time. No, we don't have any apis yet. Again, like small start up 25 people, 100 customers. It's all coming. It's for sure know need on the road map but not yet. Like we're gonna do something with build with an SDK that they made, but it's literally building a button in our solution.

TIM

58:07 What's the back end on? Okay?

NATE

58:14 This is where Eric did to his job. I'm like what does it do for the customer? I'm not quite sure. Give me, give me a few more months and see to learn.

TIM

58:25 Yeah, no worries.

NATE

58:27 Learn more. Okay. So let me put together some framework stuff. I'll take an initiative. I'll first try and get a demo. I'll put some frameworks and summaries of what we did. I'll put an email out to align like my leadership on the conversation that we had with an ask on that email to align calendars with one of my product folks.

And then I'll that will buy me time to put together, the actual like framework of what a go to market looks like or I'm sorry, what a partnership.

TIM

58:56 It looks like.

NATE

58:58 Populate that, right? We'll put, your, I CP in mind and whatever, right?

TIM

59:04 Yeah.

TIM

59:05 Yeah.

TIM

59:06 That sounds good. I mean, just glad to catch up and we're all the same. We're also in the same people, so we'll figure it out.

NATE

59:15 And then email... totally, Tim. I'm not on the road as much because the budget is like not there, but I'll be at ground break. I'll be at Nike. I don't think I'm gonna do it. I went to their leadership conference, but I don't think I'm gonna make, their innovation conference. So if you're either one of those in person?

TIM

59:40 Yup. I think ground break. We're gonna go onto.

TIM

59:43 Partner, we're...

TIM

59:44 Gonna do the partner summit, but we're not going. We're not going to the main, ground break.

NATE

59:48 I'm probably gonna do both... you there for sure that's was September.

TIM

59:54 18 September.

NATE

59:56 Yeah, Chicago. Okay. So, I see person there, but I'm gonna try and get something set up for next week for us on at least the demo side and backing awesome. Thanks for, thanks for reaching out, man. I, this dinner?

--- Pricing ---

TIM

1:00:10 No worries. Glad we get to catch up. That's all is going well.

NATE

1:00:14 Last question. What's your, what do you know, your segmentation by customer count within 20 to 70 or zero to 20, zero, five to 20?

TIM

1:00:24 So, we segment size by text size. And right now we're gonna do revenue eventually, but basically text up to zero to 10 and then 10 to 20 and then 21 and above.

NATE

1:00:37 Number of tracks.

TIM

1:00:38 Yeah, which could equate actually, you know, you could do math on that to get a number, but sometimes, you know, they're have a contractor.

NATE

1:00:46 100 and something grand, a truck of revenue like you make?

TIM

1:00:50 All right.

NATE

1:00:52 I remember from being count every truck like 150 grand or something?

--- Pricing ends ---

TIM

1:00:56 Hell.

NATE

1:00:58 Okay. So give it to me again. Zero to 10 is a segment.

TIM

1:01:01 Yeah, then 10 to 20... and then 21 and above.

NATE

1:01:09 21 plus. Okay, great. I can figure it out from there. Thanks.

TIM

1:01:14 But your sweet spot is our sweet spot. Sounds like the mid tier customer.

NATE

1:01:18 Most of our customers are sub 20,000,000. I want to go up market to find better with pro core to get just the whole customer acquisition cost churn. Like you just better sell through. It's a better. It's we can get into the whole theology of like how hard it is to win in market, but pro core story. And, but staying in SMB is just so.

TIM

1:01:43 It's expensive.

NATE

1:01:44 Yeah. And it's so it's expensive to get them. It's hard to keep them. They move in and out of segments. I think it's important to have that motion in your business, but to be solely in there is risk.

TIM

1:01:56 No, we're with you.

NATE

1:01:58 So, I want to get more on market. So, partners that are gonna help me with 20 to 70 is like, thank you. I love and appreciate it. All right. You too.

TIM

1:02:09 Everything's on my.

NATE

1:02:10 Side. Just wait for way for me.

TIM

1:02:11 Okay. Sounds good.

TIM

1:02:14 Good. Have a good one.

TIM

1:02:15 Hi, bye.

TIM

1:02:16 Bye.

The End