



# Viewpoint/ServiceTrade Quarterly Connect

Tanya Eney with Trimble  
Recorded on 5/9/23 via Zoom, 30 min.

## Participants

### **SERVICE TRADE**

Billy Marshall  
*CEO*

### **OTHER**

James Park

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# Transcript

*"This English transcript was generated using Gong's speech-to-text technology"*

BILLY

0:00 Never heard of him.

BILLY

0:04 Okay.

BILLY

0:05 Cool. Yeah. I kinda had a long time ago, it was like a pro Chris thing it looks like, but I think.

BILLY

0:12 Remember.

BILLY

0:13 Yeah. Remember, when read made the comment that Sage is gonna buy something that may like read made a comment about Sage was gonna be coming out with something maybe to cut off like the project management stuff that BuildOps is pushing, make things simpler?

BILLY

0:33 He'll probably know asking because they kinda hang their head on projects. So at, I...

BILLY

0:41 Yeah. So I'm thinking that now, you know, for build up, Sage, the Sage partners may be more interested in not pushing build ups as much because they can push this project?

BILLY

0:53 Ever really push.

BILLY

0:54 But I think, you know, build ups won't have as much. I feel like it'll make a better, make it a little easier when they get involved with Sage. So, Sage, like we already got this project management thing. You just need a service thing... all in one.

BILLY

1:10 Yeah. Well, whatever, I, everything, I hear, they're making a rec of it.

BILLY

1:16 So, I hope that might...

BILLY

1:19 I'm right, right. I mean, I really like to be right about the over promise classic, you know, rookie?

BILLY

1:27 Yeah. We'll do we'll do it and all of a sudden back log?

BILLY

1:30 A classic rookie TAM, the state of, you know, it was okay just to sell it. You didn't have to do it.

BILLY

1:35 Side, right?

BILLY

1:39 You know, classic rookie management team mistake. All right. So... we'll see anyway. Let me see if this guy got back to me Peters, he said.

BILLY

1:55 A response.

BILLY

1:57 He responded to my email, see if you tell me what time to call him. Yeah. So, perfect.

JAMES

2:03 Hey, guys. Sorry, I'm late Zoom started automatically updating and it took, yeah.

BILLY

2:11 I've heard that a couple of times today. It must be zooms update day or something.

BILLY

2:15 Yeah. I, I've run into that before to like the other one I run into all the time is I forget to plug my computer in and I'll be in the middle of something and just go black and it's a solid five minutes for this map to come back.

JAMES

2:31 Yeah. Well, look, you guys are both in the office?

BILLY

2:37 Yeah.

BILLY

2:37 Yeah, yeah.

BILLY

2:38 Yeah, yeah. So, you know, Tuesdays and Thursdays, James, we bring in food and that gets more people here. Some days are busier than others. But I would say we never get more than 25 percent of the staff in this even local here on a Tuesday or Thursday. The only way we get everybody in is if we had or even close to everybody in is if we declare it's a company meeting and, you know, you're supposed to be here.

JAMES

3:09 Now, I think that a lot of companies have been struggling to do that even at our former Viewpoint offices in Portland. I mean, the team sprawled out, right? So it's not the same as it used to be on there, just paying capital, which is like everybody at the office kind of now it's like you're working with different teams, right? Whether here or in Denver or in Europe, right? So, you know, I think utilization is probably still kind of on the lower end, 30 30 percent, and it typically tends to be kinda younger team members that just kind of, you know, want to kinda be on site and just hang out as part of the work, right? So.

BILLY

3:45 We, we get, I think we get a little bit of the opposite, right?

JAMES

3:50 Interesting.

BILLY

3:51 We get, we get all the old fart like me that come in and young people don't want anything to do with it. I'm serious. I mean, would you agree with that?

BILLY

4:00 Yeah. I feel like it is, it's a little bit older that come in a Viewpoint. I've been at Viewpoint office in Portland when I first opened it. It's a very cool office.

JAMES

4:07 Yeah, no, it is. It's definitely getting not utilized as much, right? And we're just collapsing. We used to have two buildings were collapsing into one right? Then. I

think that helps because you to, I think in Portland, we have like 600 people somewhere around that maybe.

BILLY

4:25 Really?

JAMES

4:25 Maybe 500, yeah.

BILLY

4:27 Yeah, sounds right.

JAMES

4:28 Yeah, but I mean, overall, it was about a 1,000 employees shop before, so.

BILLY

4:33 And how, so, so James, we see from a new sales perspective, we see a lot more spectrum activity out there than we see Viewpoint. Is that just because of the market we're in or is that the reality that you guys are able to drive more new logos and spectrum maybe because it's a, lower dollar value sale or something or mid market? I mean, how do you guys position those two things? Because we see, I mean, do you agree with that? I think I see a lot more new logos considering spectrum than I do Viewpoint. And like I said, that just could be our market.

JAMES

5:15 Yeah, yeah.

BILLY

5:15 What's the take on that?

JAMES

5:17 Yeah. So it's I mean spectrum was, and dexter and Cheney Viewpoint vista. So we have two products, vista and spectrum. And for new logos, I mean, we do really position more. The spectrum vista has historically been the product for Viewpoint, right? But when we bought dexter and Cheney, we have to come to a decision to say, hey, we should just go to the market with one ERP versus two, although we will continue to support and grow our vista product, which we are doing. And, you know, we still sell vista from time to time. I mean, not time to time. We do sell this, you know, kind of a decent amount, right? But it's really spectrum that, you know, when sellers are.

BILLY

5:53 Okay.

JAMES

5:54 You load those, they're positioning. They don't want to complicate the deal process by introducing two ERP, right?

BILLY

5:59 Yeah. Okay. Yeah. All right. That, that makes sense. That's what we see. So there, there must have been a calculation internally as well that said, there's more maybe less technical debt, more running room on the spectrum architecture or something to be able to carry that forward because you did have a decision to make it at that time. You're right? You know, which one do we invest in? And it sounds like you're investing in the spectrum and that's what we see in the market. We see we see at landing in more deal.

JAMES

6:29 Yeah. And we'll see that then, you know, we are looking at, you know, kind of bringing whether vista or spectrum or converging, I mean, obviously, it's not as easy, right? But, you know, we do need to look at next gen. And so, you know, that's something that we're thinking about. It's. Not gonna be any time this year or next year or for that matter, within next three years, right? But, you know, we have started on that journey whether through, you know, build or I mean more likely than not build there's not that many players that we can actually, you know, consider pursuing, right?

BILLY

6:56 There, there's nothing modern out there. I mean, you know, quite frankly, the spectrum stuff from a UI ease of use, you know, seems to be as good as you will find, you know, we see there's a lot of aggressive intact activity in this market now.

JAMES

7:20 Yeah.

BILLY

7:20 And, and, some Accumatica but Accumatica is not a multi tenant SaaS platform. It's a, it's a hosted platform. So we don't see, we don't see much in the way of, you know, some big juggernaut that's gonna show up. We don't see it.

JAMES

7:38 Yeah. I mean, I think in this space, right? Where a lot of customers still want, I wanna say kind of this multi tenant next gen, right? They're content and, okay, right? Having this kind of like on Prem or perhaps like cloud version, right? Of single.

BILLY

7:55 They're not asking that question.

JAMES

7:57 Yeah. So, I mean, like to see why spectrum, you do see spectrum. I mean, we do serve the specialty subs a little bit more on the spectrum solution than we do on the

vista, right? And vista tends to be larger, right? So.

BILLY

8:10 Yeah.

JAMES

8:10 I think that's probably the reason you guys are.

BILLY

8:15 Yeah. And, and we see that, hey, so what's the story on the rivot and Viewpoint partner program thing? Where are we on that?

BILLY

8:29 We're in conversations, you know, meeting working through like, you know, do we wanna join because of the cost of it? Where do, we want to have them continue selling it directly? Where we're at with it. Okay?

JAMES

8:42 Have you connected with Tom Brookes on that? I mean, he manages, the program, he's technically on my team, but, you know, he kinda runs his own shop.

BILLY

8:51 You, yeah, working with Steve, I think Steve's the partner guy over there, Steve, what's his last name?

BILLY

8:57 The guy Tom, Steven?

BILLY

8:59 Yeah, Tom. Integrate.

JAMES

9:00 Steve holler, okay. That's on the rivot side. Okay. Got it. Yeah. So, yeah.

BILLY

9:05 Is there another, is there another person we should be talking to?

JAMES

9:09 You know, yeah, I mean, I think well, these teams are going to converse right with what it is doing. And the old Viewpoint kind of when I say, I mean, it's like the Viewpoint integration partnership team that's Tom broke, right? So, you know, Tom stem and Tom broke is kind of collapsing those two programs, right? So, you know, it's sufficient, but at some point, I'll probably take you over to Tom broke who kind of



manages the commercial aspects of the integration partnership program. And it's a very straightforward program.

*--- Accounting integrations ---*

JAMES

9:39 And as I shared with you before, more likely than not, right? I mean, it will probably have to be integration partners where you guys could tell, hey, we have an integration with spectrum and, you know, just build it straight through us, right? You know, and, you know, before it went through with it, but because we have, a service product, the field service and spectrum service tack, right?

*--- Accounting integrations ends ---*

JAMES

10:00 You know, it's something that more likely than not, we're not going to be kind of, you know, we're going to have our sellers, right? Pitch service trade, right? I mean, for the time being, right? I mean, obviously, we're trying to grow that business and, you know, I mean, I think that's why we continue the discussion right over time and, you know, you guys are private equity back. So at some point, if we really want to double down on service, that, I mean, there's not that many options. I mean, you guys are definitely one of the larger ones service type too, big, right? Right? So it's you know, something that I have in the back of my mind. And by the way, I do have a hard stop at 12 30 and apologize my time, I'm working on an acquisition. It's not that big, right? But I have a call at 12 30 to manage.

BILLY

10:39 Yeah, no worries. No worries. We just wanted to keep this on the calendar for the very reason.

JAMES

10:43 Yeah, no, I always enjoy talking with you, Billy and Tonia?

BILLY

10:46 Yeah. So, so hey, what do you know about this? Apparently say? Just bought somebody?

BILLY

10:51 Yeah, core, can.

BILLY

10:53 Were you guys, were you guys at the table on that or do you feel like you're good in that space? I don't even know what it is.

JAMES

10:58 You know, actually, you always bring interesting things that, you know, the...

BILLY

11:06 I haven't seen that, but, you know, you are part of that.

JAMES

11:09 Because I would have known Sage and it's okay. Acquire hold on.

BILLY

11:19 I'm gonna have to start sending you prep notes before. Yeah. So... which company do?

JAMES

11:28 Acquire...

BILLY

11:30 Or con co, is core con, I think is what it was like Construction like?

BILLY

11:37 DORECON.

BILLY

11:40 Yes.

BILLY

11:40 Core con?

JAMES

11:41 Okay. No, actually, for let me see.

BILLY

11:47 You find it.

JAMES

11:48 Yeah.

BILLY

11:52 I think, you know, that's a, maybe a pro core defensive strategy or something. I don't know.

JAMES

11:59 Yeah.

BILLY

12:01 Yeah, because I mean, yeah, when I looked at the, you know, what they do, it looks a lot like, I mean, that's the, I mean, leads in estimates time, can project, financials, procurement, equipment, tracking, scheduling, project management. So, a lot of pro core features.

BILLY

12:26 Project management, project financial interest.

JAMES

12:30 You guys just hot.

BILLY

12:31 Off the press was used today is interesting because I thought that was the big partner with pro core. So I'm sure they're not going to be too happy.

BILLY

12:40 Well, whatever I mean is what it is, everybody, everybody's got to go their own way.

BILLY

12:45 Yeah, absolutely.

BILLY

12:46 Yes.

JAMES

12:48 I haven't come across the corona that much. I've heard the.

BILLY

12:50 I haven't either, we don't I don't know.

JAMES

12:53 Yeah. So.

BILLY

12:54 Don't know, and you guys have, so apparently, I don't know this yet, but I haven't gotten the details, but apparently... BuildOps closed around. I've heard it's closed. We have not seen a...

JAMES

13:15 Okay.

BILLY

13:15 I don't know, but I know what they were asking for and they didn't get what they were asking for sure, but we'll see what happens.

JAMES

13:24 Yeah, I've seen that too. A lot of these series a company, I mean, there's so many like, at least, I mean, there's one actually just kind of came in the market this week, right? Really time productivity, a lot of these field productivity tools, right? That used to kind of be high flyers three or four years ago or at least drawing a lot of panther and some of VC interest. I mean, those guys are struggling super hard, right? And, you know, we had to pass on five and they're you know, struggling to raise their next round. And so, you know, we're...

--- Pricing ---

BILLY

13:53 You can't you can't be a 10,000,000 dollar company that burned 30,000,000 last year.

JAMES

14:01 Right.

BILLY

14:01 Expect expect to raise like it's you know, 2001 again, that's not happening. I mean, 2021, again, that's not happening, right? So, yeah, we're on a 40 percent growth trajectory this year. We grew 50 percent last year. We're trying to grow 40 percent this year, but we're trying to cut our burn way down to like between three and 4,000,000 this year.

JAMES

14:27 You have to do some rounds of cuts.

BILLY

14:32 We did want at the very beginning of the year 10 percent.

JAMES

14:35 Okay.

BILLY

14:36 Yeah. So we used about, we did a lot of stuff last year. We used about 9,000,000 dollars last year and we grew 50 a little over 50 percent. And this year, the plan is to be profitable by the cash flow, profitable by early 2025 I think.

--- Pricing ends ---

BILLY

15:04 So that, that's the plan and, to exit this year like 33,000,000 to exit next year, like 45,000,000, and to be around probably 60,000,000 at the end of 2025 that's kind of what we're thinking. So anyway, we'll see how it works out.

JAMES

15:26 Yeah. I mean, so have you guys looked at expanding beyond kind of, I know you guys are, you know, really focused on kind of commercial fire and, you know, to some extent electrical, right? I mean, outside of those specialty areas are a.

BILLY

15:43 The big one right now?

JAMES

15:44 Okay.

BILLY

15:45 Mechanical is the biggest market for kind of what we do. We're not as good at it as we are at fire, but we've got 400 mechanical customers. So we're pretty good at it.

JAMES

15:56 Yeah.

BILLY

15:56 We're just not as good as added as we are fire and, but that's the bigger market. That market is probably five X the fire market.

JAMES

16:04 Yeah. For sure. I mean by markets, they're somewhat contained, so.

BILLY

16:08 It's bigger than most people think really.

JAMES

16:12 You guys are the only company that actually have a focus on. I mean, obviously, there's a company that serve it report, right? But it just sounds like it's been one of your core pillars. And I presume that's based on kinda the legacy of service trade started, right? Kinda really. Yeah, right.

BILLY

16:30 But we're you know, our expansion goal is not verticals. Our expansion goal is going more specialty, going very deep with the people we serve and charging a premium. You know, we want to be the premium brand that everybody in those

markets buys. We don't we don't we're not going to be looking at the asphalt guys, the sheet rock people, roofing, people. We're not gonna do that. We're, gonna, we're gonna focus where we focus.

*--- Type of work ---*

JAMES

16:58 How do you guys make those pivot into verticals? Do you guys have to drastically change on the product or?

BILLY

17:05 That's that's the reason why we went into mechanical because it's basically the same business model.

JAMES

17:11 Yeah. Okay.

BILLY

17:12 Recurring revenue, right? They, they go out and they do maintenance on the equipment routinely. And then they do repairs based upon what they find in the maintenance cycle. That's why we, that's why we are very focused on this group because we're really good at that workflow. We're super good at that workflow.

JAMES

17:29 Right.

BILLY

17:30 Whereas, for example, electrical, a lot of it is break fix, cooking equipment, break fix, right?

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

BILLY

17:39 There really isn't much of a maintenance cycle there. By the way, the folks at care capital would love for you to buy Davis, where?

JAMES

17:47 What?

BILLY

17:48 David's where?

JAMES

17:52 I've heard of that company?

BILLY

17:54 Yeah, that's about an 8,000,000 dollar company, maybe 10 and they're focused on the cooking equipment market and they've been around forever and they've got a core financial capability and they'd love to unload it.

JAMES

18:09 Yeah, I...

BILLY

18:10 Thought...

JAMES

18:11 I came across them last year for the first time. Yeah, they're good.

BILLY

18:14 Company, good capital company. They just made a bad buy with that one. Also, you saw that when soft change, they changed the name back to wensoft, and they got sold to villas from L.

JAMES

18:27 Okay.

BILLY

18:29 Yeah, that was also a hard sale. They couldn't find anybody that was very interested in that thing.

JAMES

18:35 Yeah. I noticed a lot of these kinds of legacy tech companies are, you know, just kind of, you know, swapping hands a little bit and some of these guys are just kind of always kind of, I mean, they always provide which is good, right? You always have us, you know, obviously you guys are on, right? But there's a, you know, good and bad and, you know, I think the value some you guys there's provide enough liquidity for some of these owners, right? That may not have a good pathway especially in the middle market ones, right? So, yeah, I see a lot of those, right? That aren't strategic. I mean, we come across like, you know, no, not on them but like connect or even SI, to some extent, right? Swapping.

BILLY

19:14 I mean, somebody's always in the market for them because they can find a way to ring dollars out of a software business and if it's closely held there's enough money there for somebody to be happy but, you know, yeah, not great plays.

JAMES

19:31 Yeah. I mean, for you guys, I mean, obviously, you guys on, the, you know, other end of the market is really service typed in and, you know, obviously you guys overlap now, right? And you guys are seeing more build off, right? Because they're doing more service oriented kind of a, you know.

BILLY

19:46 Trying, they claim they do everything, right? We're we're we do everything, we're the all in one. I'm like that's kind of interesting for a company that started writing code in 2018. I'm not sure how that's possible. But anyway, they make big promises. We'll see, we'll see if they can live up to it.

JAMES

20:06 Yeah, I mean.

BILLY

20:06 They've definitely.

JAMES

20:07 Been getting some, yeah, I mean, they, you know, it's always, you know, a mixed bag. I mean, based on my experience, like the companies that top, I mean, top big, right? Usually or not as big as they make themselves out to be, right? But then there's always a few exceptions, right? Then, you know, I mean, obviously the one more the most that we all know is like probably when test first started, right? You did it, right?

BILLY

20:32 They did it. They did it. I don't think the build ups guys or any test or on.

--- Pricing ---

JAMES

20:38 No, I agree. He's they're not on us, right? But yeah, but, you know, I mean they've got some good. I mean, I think they're valued at over like, you know, 200,000,000 if not more.

BILLY

20:50 They were problem, they ran out of money and they got to figure out how to go raise again. We'll see what that does because they're not getting that value on a 10,000,000. What we heard was they had a 10,000,000 dollar book of business at the end of 22, but 4,000,000 of it was implemented.

JAMES

21:10 Wow. Okay. So, 10,000,000 for BuildOps? Okay. Yeah, that's great. Yeah, they're definitely not 200, right? If, I mean, I'd be surprised if they're even at 100, but...

--- Pricing ends ---



BILLY

21:21 That's right. Yes. So that's gonna be that's gonna be a real, you know, wake up call for we'll see. Somebody told me that they, somebody told me they raised around because they already burned through that 30,000,000. Somebody told me they raised around, but we'll see what happens as soon as I know something you'll know something.

--- Pricing ---

JAMES

21:43 Yeah. And so, how have you guys looked at new logo growth? Where have you guys been seeing success? I mean, you guys are, you said I think 33,000,000 last year looking to grow like 40 percent, right?

BILLY

21:57 That's that's what we're looking at. We, we exited, we grew 50 percent last year. We began the year at 22 and a half 1,000,000. We're now at 25, a little north of 25,000,000, and we're looking to exit the year at 33.

JAMES

22:12 Got it. Yeah. Wow. That's that's impressive. I mean, that kind of growth. I think, you know, it's just, how are you guys tracking first year today?

--- Pricing ends ---

BILLY

22:23 We're we're on track?

JAMES

22:24 Okay.

BILLY

22:25 Yeah, we're on the number right now, but it's back end loaded, but fourth quarter is always our biggest quarter.

JAMES

22:34 Yeah. And so when you guys, is this still a wide space that you guys are targeting or is it, are you guys, okay? Yeah.

BILLY

22:41 A lot of white space there's a lot of people still don't have this. They don't have anything like this.

JAMES

22:47 Yeah, yeah.

BILLY

22:48 No offence. They've got an accounting system.

JAMES

22:50 I mean, I think, you know, I think, you know, when Viewpoint was a little bit more kind of focused on its own strategy, I, my service was bigger but I have to share like within tremble. I mean, I think tremble has a large organization like we're trying to think bigger, right? I mean, obviously, not that service is small, right? But then, you know, it's like what do we do with a, what do we the data, right? I mean, stuff like that, you know, Viewpoint was never really that focused on, right?

BILLY

23:18 Yeah, core.

JAMES

23:19 And then what's kind of somewhat the tangentially Jason that we could really kind of expand to and service was one that's why we started to feel.

BILLY

23:25 By the way, just because it's tremble and you guys really don't overlap, but Siemens is BuildOps biggest investor?

JAMES

23:34 Okay. Yeah. I think I've heard that. And well, actually I was a ticket back. One of our board members is not with Siemens with Ericson. I always get those two mixed up for some reason. I guess maybe because they're both from the non.

BILLY

23:49 Yeah, but Stevens is the biggest investor, in BuildOps. They've got a, they've got a private equity group where they're the only limited partner. They're they're Stevens is being pretty aggressive in the software space right now.

JAMES

24:04 You guys do any business outside of us outside of Canada, okay?

BILLY

24:08 Portorico, but that's us.

JAMES

24:10 Yeah.

BILLY

24:11 Yeah. And, and it's the biggest market and we don't really, we don't really see a need to leave this market.

JAMES

24:17 Yeah. And I've seen that in service, it's very rare to have a service capabilities that are ported to other regions, right? I mean, you see that way it is, right?

BILLY

24:26 It's unusual. Yeah, they're very localized.

JAMES

24:29 Yeah, yeah. And that's one thing I've noticed I'm gonna be in London for the digital Construction meeting with some startups next week and, you know, just, I mean, it's kinda more on the in but the, you know, some other categories, right? Not the service, but the service has always been kind of an interesting area for me personally with Viewpoint because we built that the, and I was part of that team that built out the deal service product with, the former key style team, right? And so I think there needs to be some more work there, right? I mean, that's been a solid product but it's not, you know, growing. Well, actually, I take that back. It is a small product. So it is probably growing at 40 50 percent, but it's a much smaller base than your 22 and a half, right? Right.

BILLY

25:13 You got a captid market, right? It's you're only selling the Viewpoint spectrum people. So, yeah, you kinda limited into what you can do there?

JAMES

25:22 Yeah. No, that's right. And, you know, I think it feels easier to just port it more broadly but is the underpinnings are much more complicated and beyond my beyond, you know, scope of what I'm knowledgeable about to say, hey, let's just port it over, right? And they always.

--- Type of work ---

BILLY

25:35 Yeah, not, you know, that's yeah, that's an undertaking for sure.

JAMES

25:41 Yeah. For you guys again is probably like next year, right? I mean, there's two companies that are big like, you know, probably coming to market, you're gonna hear or we might look at that, right? I mean, do you know those guys, who is Construction time tracking, right?

BILLY

26:02 Yes. Okay. Yes. Okay.

JAMES

26:05 Yeah.

BILLY

26:05 I don't see them much but yeah, the, you know, the problem is this Construction thing is, so.

JAMES

26:13 Yeah.

BILLY

26:13 Right. And again, we're just focused on service and we end up tangentially touching a lot of that, but we don't if it's pure Construction, we don't deal with it, right?

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

BILLY

26:23 Like I had a call the other day with E bacon which is like Construction payroll. We don't there's really no partnership there in my mind, yeah.

JAMES

26:36 Do you come across ever like spectrum service tech or this the best on deals? Who is the field service or a spectrum service tech?

BILLY

26:46 Yeah. We see them. Yeah. Well, I just lost a customer who couldn't get called free and they could not get through. They implemented our stuff, but they were so focused on accounting and whip reporting that, they went back, to your.

JAMES

27:06 Did they? Interesting? Yeah, we always knew that your accounting is sticky but, yeah, I mean, it just, maybe I should look at just doing more market share grabs versus looking at new adjacencies, right? I mean, I would love to acquire a company like timberline from Sage, but obviously, they're not gonna sell, right? I mean, that's account for them and, you know?

BILLY

27:26 That's cash cow.

JAMES

27:29 Maybe Foundation.

BILLY

27:30 But then, I mean, that's we don't want another kind of.

JAMES

27:31 Legacy ERP either, right? It's it's always that dilemma, right?

BILLY

27:35 Yeah, they built the foundations built a really good payroll business.

JAMES

27:42 Have they? Okay, interesting?

BILLY

27:44 Yeah, yeah. Tomabrava owns that thing and they built a really interesting payroll business alongside a legacy Construction ERP.

JAMES

27:56 Yeah. And, you know, yeah, no, I mean, what I was trying to think through is like, I wish you Foundation was like multi tenant more next gen but they're not right. And I know, right? I mean, as you probably know, we have like American contract there, Maxwell pro contract. There are all these kinda. I mean, we don't go to market with those, but we still have over a 1,000 customers on those products, right. Yeah. And...

BILLY

28:22 You can't kill.

JAMES

28:23 Them, you can you to?

BILLY

28:27 I thought or contractor was dead because I feel like for years. That was the, I mean, when I was at Viewpoint in 15 and 16, that was the whole big thing migrating those people over off of it all. I can't believe that there's...

BILLY

28:41 I...

JAMES

28:42 Mean, majority I would say is still on pro contractor and there's probably a few 100 on, the other two, right? But then, all right, it's you know, it's just like, you know, it's just so you can't like, yeah, and we don't want to just cut the cord but.

--- Accounting integrations ---

BILLY

28:56 In some of these products, they just run. I mean, they have their set functionality, but they just work, so.

JAMES

29:04 Until...

BILLY

29:05 They start not working.

BILLY

29:07 We, we need to invest in some more ransom where people.

JAMES

29:11 I like to go to your headache.

BILLY

29:15 Lock up their computers.

JAMES

29:20 Is always good connecting with you if I...

--- Accounting integrations ends ---

BILLY

29:23 Anything?

BILLY

29:23 On the service side, I'll give you a ping, otherwise I'll disconnect the, yeah, I'll let you know when I hear what BuildOps actually did, yeah.

JAMES

29:30 I mean, those guys have been our radar too, but, you know, you guys obviously, you know, yeah, it is interesting what they're trying to do, but, yeah, let me know that'll be great.

BILLY

29:38 All right.

JAMES

29:39 Thanks for sign.

*The End*