ServiceTrade Demo with Vista Equity Capital

Kurt Dillmeier with Vista Equity Capital
Recorded on 10/31/22 via Zoom, 1 hour 32 min.

Participants

SERVICETRADE

Kurt Dillmeier
Field Manager

Kevin Ascencio
Account Manager

VISTA EQUITY CAPITAL

Will Baker
Manager, Strategic Development

Topics

Transcript

--- Call Setup ---

WILL

0:00 Hello, this is will.

KURT

0:01 Hey, well, Kurt, how are you?

WILL

0:04 Hey, Kurt doing great. Thanks. I appreciate you taking the time for the call today is pleasure to meet you.

KURT

0:10 Nice to meet you. So what you're using your phone for audio? And?

WILL

0:18 Yeah, yeah. My computer doesn't have a good microphone on it, and I aren't just called in from my desk phone into the, all the call in for audio and then watching on the computer. So while I'm sort of doubled up here.

KURT

0:31 Okay.

KURT

0:34 Hello? No video though.

WILL

0:38 No, unfortunately, I don't have a camera on there that it's broadcasting. Sorry about that. I wish that I did. But, yeah.

KURT

0:47 But...

WILL

0:47 It's a pleasure to meet you any way and to talk with you today. And I only had a good conversation last week with Kevin and I will say we'll fill him in a little bit. I think the heat forward you the notes about what we're working on and looking for and all that. Yes. Yep. Okay. Good deal. I'm glad he did. And, right. Yeah, like I said, I'm excited to want to talk with you today and learn a little bit more, get a little bit farther down the road here.

--- Call Setup ends ---

KURT

1:13 Perfect. Before we jump in, what can you tell me about?

KURT

1:20 You are in the process. I mean, I listen to the call notes and all that stuff. But is this something where you're looking to implement now or, you know, you'd be a reference to have our competitors, have you spoken with them already?

WILL

1:37 Have not spoken with them. What we are doing right now. We are in the process of putting together this new area of investment for us and all everything is to plan to be rolled up and ready. And the first quarter of next year. And what my team does specifically is when we have a need for new technology or a new solution, my team is the one that does the evaluation and makes the decision on what solution to go with and what technology we need. And so what we're doing right now is doing that process. We're starting the conversations. You're the only ones we've spoken at this point, but we typically are given a shortlist to look at for due diligence and typically one or two sort of bubble to the top and are the ones that are, is all the clearer for runners and what we're looking for. But we typically talk to two or three to like said have sort of due diligence there. And so that's the process we're in right now. I'm learning as much as we can so we can make an informed decision by the end of the year so that we can have things lined up. When I went in the upcoming first quarter, they're ready to move ahead and start implementing and get everything going there.

KURT

2:43 So...

KURT

2:44 A decision is terribly, I expect to be made before you, right?

WILL

2:50 Right. That's correct.

KURT

2:52 And on the other side and I know you're on the technology side, but on the... other side, have they completed the purchase of the total number of portfolio H, back companies they want, or is this, where are they in that process?

WILL

3:11 What we're doing? We're starting off with, but purchasing a small number. I believe that right now it's three to five that they have acquired. They haven't made the public announcement of it or anything at this point because it, so I'll still in that process, but they have acquired a smaller like say, I think it's three to five, but the intention is if everything goes well with this and it looks like the investments paying off and we're able too make things more efficient and bring things up to speed. We want to continue the investments and grew that part of the portfolio. So it would be outgrowing from that end is an area that we see for growth for the upcoming couple of years. So, well. So there's not really a point where we can say the portfolio is complete there. If everything goes well, we will continue growing it.

KURT

3:58 The the three two, five, you know, how many, you know, we looked at the world in terms of texts, you know, how many text they currently employ?

WILL

4:09 Right. I have all the numbers on the first one that will be implementing here. Have they given me one service manager to dispatchers, and 22 service techs? Is what I've been told for the first one and I've been told that the all the average size of the companies that are being acquired going forward, that all of them will be around that size, give or take.

KURT

4:30 Okay. Got it. And any particular geographic region.

WILL

4:35 It's starting in the New York area. I don't have visibility myself into the specific company, what they do before they make the actual announcement as they will give my team the demographics. They'll give us the sizing and all the specs on it. But before they actually make the announcement, we aren't privy to the name or address itself. But we have everything else about them, but it's starting in the New York area. And then I'll after that growing out of there as long as everything goes well.

KURT

5:01 Okay.

KURT

5:03 Just one last question.

KURT

5:08 Is the background of the, I understand you're going down this HB AC? Is there someone that they're using as an adviser because it's a very unique industry? And I know private equity guys are very good at, you know, managing numbers and finances and all that stuff. But I'm curious who within your firm... is either a, again an adviser sitting outside or who within the private equity group is championing this approach?

WILL

5:43 Right. Sure. Well, what we typically do who are going into a new area like this? And this is what they've done on the business side for this one as well is are they bringing on an external consultant that is an expert in the area and helps with guiding as things are coming together? And helps educate the folks that need to know everything from the CRM side that my team is looking at here on, we are way as you alluded too, we don't really have experience in the specific H, vac and electrical area, but we look at solutions and management solutions. In particular. I'm pretty much day in day out for different types of applications. And so what we will be doing with this is first, well, I'm looking at the solution, we have a file, an idea of what sort of things would be good to have, what kind of capabilities we're looking for and we all know to look for usability and that sort of thing in general. So that's what we're looking at to begin with. And I'm looking at budgeting and all that when it comes time to move forward with the implementation and getting things going there, we will be rolling folks in from the actual company at that point, that will be using it day to day and we'll be engaging them in order to make use of onboarding on, make use of any training and things of that sort. So, well, at this point, that's how things are sitting.

KURT

6:57 Got it. So it's just a consultant is helping guide down this H back or commercial service vertical.

WILL

7:09 Right. Exactly. And is giving us all of when we hit a point than our team meetings, when we need to all get some information or we don't know exactly what questions we need to be asking at that point, then what we all, but typically, it might, my team is not engage directly with them, but we will shoot a message over to the business team and then they get back to us pretty quickly with the information we need on that and that's coming from the consultants they're working with directly.

KURT

7:34 Got it. Okay. So.

KURT

7:39 I appreciate that information. A few just to look at the kinds of... questions you've presented to Kevin in advance of this conversation. So overview of the main features and capabilities and our system. It's really, it's twofold obviously, it's meant to... enable your company or HB AC or fire life safety. That, that's kind of the two slivers that we're focused on. We were born and fire life safety. And we have grown in HB AC over the years because the workflows are extremely similar... or assets. They're servicing assets, don't move.

KURT

8:30 Over and over and...

KURT

8:36 They're both in situations where there techs are walking on gold mines in terms of being exposed to the assets and being able to see things that might need attention. And we call that pull through work. So... our whole premise is charging protecting the field. But it's... we also do that because it's the tech if they're good at what they do, the process in which they can generate more revenue for the firm because they're the ones again on these goal, you know, sitting in these plants or buildings, whatever it is.

KURT

9:19 Enable...

KURT

9:20 Them. And what's most important is that workflow from... identifying a deficiency to getting the quote to the customer. So, and then the second most important thing is, and I don't know if you'll find this as much is communicating with the customer, right?

WILL

9:42 Right.

KURT

9:43 Are... everybody says we got a lot of smart people... Billy Marshall, one of our co-founders I just happened to know personally... grew up in South Carolina, maybe Georgia now, South Carolina.

--- Small Talk ---

KURT

9:59 But just to a savant, right? I think he had a free ride to Georgia tech engineering degree.

WILL

10:09 That's where I went really, yeah. Yeah, I'm from Georgia tech as well. I was Georgia tech and then Emory, I'm originally from Atlanta, but I live in Florida now?

KURT

10:18 Well, you guys would hit it off. This guy, is he's just, he's no bullshit.

KURT

10:22 Yeah.

KURT

10:24 And he's is extremely Bright. He went from there.

KURT

10:28 He got... doable.

KURT

10:32 Post graduate degrees at MIT, one, an engineering one in business. So, okay. Yeah, he's approach this. You know, it's not like someone who was in the industry and was like, yeah, it'll be pretty cool to have this. His approach has been really different than everybody else. He kinda backed into it. He was national sales manager at red hat and which tells me, yup, and was sick and tired of the politics. And so he left.

KURT

11:01 To help.

KURT

11:03 His other buddy... Brian, the other co-founder... with done right.

--- Small Talk ends ---

KURT

11:09 Down, right? Was a hood cleaning company, and it was basically, it was sold off to our mark. And the technology they built, all the code they wrote are marked in care for. And so then rebranded it service trade. And here we are 10 years later.

WILL

11:28 Era mark loss, right?

KURT

11:29 Yeah, yeah, exactly.

KURT

11:32 And... you know... so, I think.

KURT

11:39 Backgrounds unique in that respect.

KURT

11:41 And to the marketing, right? That's why the whole thing about.

KURT

11:48 Service trade is communicating with the customer and providing Elvin elevated level of service, right? Because at the end of the day, anybody can come in and say, I'll do the job for, but there's gonna come a point, right? If rates keep raising, keep raising rates continuing to go up. And, you know, now this, these new project

constructions are gonna, you know, like we saw uncovered, right? They just literally ceased.

WILL

12:16 I stopped.

KURT

12:16 Right now, will that happen now? No, typically, right? The commercial takes a little bit longer. They're more well funded, right? The residential just absolutely stops when, you know, something bad happens, say freezing but commercial, right? The, those institutions have a little bit more money. So maybe it runs out more. But my point is they run back service services, right? It makes sense what you're doing and there's many other companies who we cater to that literally adopt our technology and implemented through acquisitions or through.

KURT

12:54 Through.

KURT

12:54 It just absorbing other companies sometimes aggressively, sometimes not, but the marketing is we call mix marketing impressions per service and how you know, your elevated service versus the next person. And when someone comes in again, think of 12 months forward and let's say we're in a recession, people are gonna say I'll do your business for 30 percent less, 40 percent less. I don't care. Just give me the business now so I can't because the level of service that my customer provides basically through service trade... I, you know, my operations will run more smoothly. I'm in complete control the information in terms of what I mean to know, they make me look better to my boss, right? So that's kind of a twofold answer to your first question. What features in particular, most important feature will, is the process by which I identify additional pull through work. And I get that to the customer. There's a company here. You reference BuildOps BuildOps is three or they're three years old and they are just absolutely going gangbusters in this space, but, you know, they kinda built off of what was there were from that service channel... ServiceTitan, right? So a couple of guys left certain type service tighten and it's very residential focused. But the difference between residential and commercials is really night and day, but very specific to watch their workflow by how they process additional pull through work. When you see it for me, it will be about maybe six or seven steps. I think from what we understand, there's could be over 20.

WILL

14:48 Wow. Yeah, big difference there.

KURT

14:50 Yeah. Yeah. And we have a, we did a report last year which indicated from our customer base which is about a 1,000 strong in the US only. And in Canada, US, in Canada that those customers that we're finding that process that quote through work... and are really, you know, maximizing and staying on top of that workflow are growing twice as fast as our customers who don't really pay much attention to it.

WILL

15:18 That's great to know.

                              KURT

15:19 Yeah, yep.

                              WILL

15:20 Yeah. Make sure. Yeah, I'm taking notes here for sure. Good to know. Yeah, we don't we haven't felt spoken with anyone actually at BuildOps yet, but going into that, that's certainly I opening up before we have any conversations with a certainly a good thing to keep in mind there.

                              KURT

15:36 Yeah, yeah. They...

                              KURT

15:39 Have to respect what they've done in a very short period of time. We do feel that they are over promising and under delivery... right there. We see them at some of the conferences. I've never seen them in particular, but they just seem, you know... I don't know... kind. Have they're not? Let's just say... embedded in the HB AC and for our life safety vertical the way that we are.

                              WILL

16:09 Right? It sounds like, yeah.

                              KURT

16:11 There's a particular rate there's a particular persona, right? Kinda go off, right? Big guys, burly, guys, right? Like.

                              KURT

16:21 Handshakes.

                              WILL

16:23 Right, right.

                              KURT

16:24 And listen, we're in 2022 so, right, you know, women and, you know, or more tax.

                              KURT

16:33 But...

                              KURT

16:33 Still, the point being is that they kind have, they stick out like a sore thumb at the conferences.

WILL

16:40 Okay.

KURT

16:41 Right. So they've done a lot in a short period of time, but something to certainly keep your eyes on. I've never heard of operates by the way.

WILL

16:49 Yeah, Kevin hadn't heard of them either. That was on one that I believe maybe somebody who was putting our list together, maybe hit. I don't know if they had all been somewhere that have used them before, had some knowledge of them, but I don't really know anything either with Kevin. Hadn't heard of them. But that's one that they just had on our list to want to look at. So that's interesting. And either of you have heard of them? I hadn't either.

KURT

17:12 Might be a trick question.

WILL

17:15 Just trying to keep me on my toes, right?

KURT

17:18 That's right? What our main strengths? Great. So we took in a total, about 140,000,000 investments. But the most recent one, I think it was 68,000,000 dollars.

KURT

17:30 Wow. Yeah, from.

KURT

17:34 JF I, private equity group in Baltimore. They're only invest in service, and then software solutions. I think they within ServiceNow. No, might be ServiceNow. Yeah, service now.

WILL

17:50 Yeah, I've talked to guys over there import service now, yep.

KURT

17:53 Yup, those. So, I think they were early in there and they've just, but J, my right. They did their homework, right? That's all they do is kinds of software solutions out in that space and they...

WILL

18:10 Definitely.

                              KURT

18:11 Speaks a lot.

                              WILL

18:13 Yeah, it certainly does especially coming from our background in investments
and our perspective on that. We definitely know what that means. So that does speak
a lot.

                              KURT

18:21 Yup. Yup. So our strength is, I would say our leadership, listen, Billy Marshall,
who you will probably talk to at some point. I'm seeing that you're both isn't yellow
jackets.

                              WILL

18:33 Yep, yellow jackets, Georgia tech, huh?

                              KURT

18:37 That he...

                              KURT

18:39 Is definitely... he will tell you... if you're missing the mark, right? He does not
pull any punches. He will call you out. He has want us many deals and lost a few
deals because someone else is maybe more option it and doesn't see Billy's vision. If
you, if you're running a fire life safety company and you've got 100 tax, you're doing
something right? But if someone tells you that's a stupid workflow, I don't know the
example, but just, you know, make something up in your imagination... when you're
doing almost everything, right?

                              WILL

19:24 Right.

                              KURT

19:25 So...

                              KURT

19:27 It's... but.

                              KURT

19:31 But he's the only person that could get us to where we are today.

WILL

19:35 Yeah. Take to visionary like that. Yeah.

                              KURT

19:38 Yeah. I said you just don't there's not too many people that... you know, once the Georgia tech, you know, got an engineering degree and then decided to take it one step further and get a post graduate, you know, at MIT, dual business engineer.

                              WILL

19:57 Yeah, that's fantastic.

                              KURT

19:58 Yeah. So, hey, he thinks a little bit quicker. People let's just say...

                              WILL

20:05 Right. It sounds like it with those credentials. Yup.

                              KURT

20:08 We're operating business might have weakness in particular. Just again, I can't speak to anything about operates but BuildOps. They've only been around a couple of years now. They will probably tell you that they've been doing a long time with service tighten. But the reality is that's a very residential business and we've always the past decade have been commercial in. There are many different workflows. Listen, they have some very good features which we are trying to catch up with.

                         --- Pricing ---

                              KURT

20:37 I think it's a little bit of a weakness there, right? They don't have a 1,000 customers. Maybe they have 100. I would press them on that, how many customers they have and have a discounted by at least 30 percent, whatever they tell you.

                              WILL

20:52 Okay. Yeah, definitely keep that in mind.

                              KURT

20:55 Our implementation is typically... I cover enterprise opportunities, which is larger clients... you probably know, we'll...

                              KURT

21:11 It's...

                              KURT

21:12 Not where we make money, we make money off the air. Are we're not a huge deal because someone's blocking at the onboarding expense for an enterprise, you know, 50 plus tech. It might be up in the 50,000 dollar range. But typically, I think the back of the envelope is maybe five or 10 percent of total cost. I might be a little bit low.

KURT

21:35 It...

KURT

21:36 For like 20 text. It would probably be in mind, you, right? I have all this information.

KURT

21:44 It's part of it.

KURT

21:45 Or, right? I populate some fields and it kicks out a number.

WILL

21:50 Sure.

KURT

21:51 We've we've basically reduced it to peanuts to get clients across the line. Again, it's...

WILL

21:58 Got it. Got it.

KURT

22:00 Right. The world is not about one time charges anymore.

WILL

22:04 Right. It's about the ongoing relationship younger and contract there. And that was related thing. I don't think I hadn't the out notes there. When I was talking with Kevin, he was telling me the differences between the tiers and it was sounding like even if we had some shops that are under the 20 that we might benefit still from going with the, all the enterprise tier there for those as well. And I was curious, I know all the all on the website, the pricing that's listed there is monthly is a day, all an annual contract or you do three or five, your, how do you typically do that?

KURT

22:33 However the client wants, right? I try and push my clients to do longer term deals because it, it's to their favor. They can lock in a lower rate every we have the

right to raise... their feet a max seven percent.

                              WILL

22:50 Okay. So that makes sense?

                              KURT

22:52 Richard, whatever you come in at, it's going to max at an increase of seven
percent, right? So if you get a discount... a discounted rate... for the first two years,
whatever it might be.

                              KURT

23:07 Once that?

                              KURT

23:08 Is out, you're still limited to that seven percent cap.

                              KURT

23:15 Depending upon how deep you want to get, will enterprise will... especially for
companies that your group is trying to accomplish, they're going to want to have use
of those analytics which is something part of enterprise. But here's the point like
even if you came in at premium, right?

                      --- Pricing ends ---

                              KURT

23:35 So it's select premium enterprise... we would want to grow with you guys, right?
In your private equity, right? If the first acquisitions 20... and, you know, you're
gonna do three more acquisitions. You know, we'll do, we can obviously to ensure
that we're partners and not losing the business because, you know, there's one
feature that you like, but we're not gonna offer that, that's where I think my
relationship comes in well with prospects and moving it over.

                              WILL

24:13 Hello. Hey, that makes perfect sense.

                              KURT

24:15 And then the onboarding process, it's very well structured now, right? So we're
becoming like a very fine tuned SaaS company. I think the number of high level
people that have come in since Jim, I invested, it might have an 85,000,000 bucks,
you know... whatever the number was a boatload and they, right, they are helping us
move as quick as Bright because they're incentivized, right? The date now invested in
our success. So they're helping, you know, with their...

                              KURT

24:49 You know?

KURT

24:49 Tried and true tactics to help us grow as quick as possible.

WILL

24:56 Right, right. So, so the...

KURT

24:59 People whatever their roles are really people that are best in class?

WILL

25:06 That's excellent. Then. Am I correct? And understanding that everything is completely out SaaS basis, all in the cloud. So it won't there's not any kind of implementation on site there, any kind of file software to install locally or something like that?

KURT

25:19 Hello, red hat was really was ahead of his time... or as a cloud always been the cloud never been server. Nothing we do onsite and that's something that BuildOps again to steal deals from us. They'll say, okay, we'll have someone on site for two weeks and help you... that's just their employee to win business away from us. But, you know, when we pull it's now, we're moving to the cloud. They probably... couldn't tell... you know, couldn't draw the cloud tenure, right? Was 10 years ago, right?

WILL

26:00 Yeah. Yeah. I don't think many, I was good.

KURT

26:02 Yeah, nor realized, right? The scalability of it.

WILL

26:09 Right.

KURT

26:10 It's really always says data is very cheap in the cloud.

WILL

26:15 Yup. Yup. That's true. Yeah, that's excellent. I know we are on moving more and more things to the cloud as far as solutions we use with our investments as well as our own internal solutions. And so that was definitely a good thing. I went to clarify if there wouldn't be on hardware or software or anything like that too that we had to bring on site that we could just do it as a SaaS. So that sounds terrific.

KURT

26:38 Awesome. So, did I answer all your questions?

WILL

26:43 I think so. I think you did a great job of going through all that. I don't took some great notes. So if you were going through here and it's I got some good insight on the, on sort of comparative side of things as well. What if I feel will inform don't having not even spoken to build up. So I feel well informed about them to start with already. Then I guess I feel a lot more informed about operates as well considering that nobody's heard of them.

KURT

27:11 Yeah, I'm curious to know. So when you do find out, please share that with me.

WILL

27:16 Yeah. Yeah. For sure. I, hopefully we'll be getting some more information because I'm supposed to be getting in touch with somebody there, but I haven't talked to anybody. I don't know anyone who actually is there. So maybe it's an empty warehouse side, no.

KURT

27:30 Hopefully. Alright. So I'm just gonna quickly run through a slide presentation, okay?

WILL

27:36 Okay, great.

KURT

27:39 So, again, there are competitors out there, even whether Netsuite, right? All these.

KURT

27:51 CRMS are trying to capture all of the revenue and what we're seeing is more clients going into the best in class solution. So, right, service?

KURT

28:01 Accounting... fleet tracking.

KURT

28:06 Rather than trying to solve it in one unit, they're saying I want the best in class because the reality is nobody can get as granular in this, these two sectors, fire life safety and HB AC that then service, right? It just doesn't it doesn't happen HB AC again when I lose opportunities on the HP on the fire life safety side, I feel like that was my fault, something I didn't or maybe we're a little bit too expensive for them or it was a mom and pop shop and they've just so stock.

KURT

28:39 And...

KURT

28:42 Not being able to see the big picture there wildly success.

KURT

28:44 Hello? And.

KURT

28:47 It's phenomenal but sometimes they just get caught stuck on the numbers and can't get over it. And as much as we tried to, I try to convey that this is a investment and that your return on investment... is really what's at stake as opposed to, you know, upfront costs, sometimes you just lose it or not the narrative but they're just, they're not there yet, right? We do feel that.

WILL

29:16 Right.

KURT

29:17 When they do come around and see the light because again, I just don't see again, I think I gave a lotta kudos to build ups but I just don't see many software solutions out there that really can literally touches on the commercial solar side. So, as I mentioned, been around 10 years now always been in Durham... 1,000 customers. Some clients... we can go a little bit deeper... but this is really where the marketing aspect comes into play and I think something where it will separate ourselves from BuildOps as well and route notification. So when the tech is ready to go to the next job and route notification, you know, given approximate time, they're going to be there again. And with your logo on it, you're the more times your logo in front of your customer, the more wind a relationship comes, the higher level service because it's something that today, it's I know Jimmy, Johnny, Lisa Kelly, I've known forever. They're great people. I know they're gonna, they always do a great job. Why they, why wouldn't they do a good job. Now, this is implementing that with the logo.

WILL

30:41 Right. Right. That makes sense.

KURT

30:44 More, right?

KURT

30:45 A lot of people at this point, we'll go down the Amazon experience, right? Who doesn't like the Amazon experience... right? Full history of what your boss or your packages at any given moment that's it's you're right? Yeah, another great example is the local pizza shop, if you ever ordered dominoes.

WILL

31:11 A while back, but it's been a while.

KURT

31:14 So, domino's has this app and dominoes is kicking papa Johns, but because dominoes, you can look, not only can you order it really easy, but, you know, where the pizza is literally through the oven and on the road.

WILL

31:28 Wow. That's great. Yeah, I haven't ordered since that, maybe I should start.

KURT

31:33 It's amazing. But the point is versus the local pizza shop, right? Once you order, it goes into a back end, and then you're sitting there typically order because you're hungry, two people order when there and I think it would be hungry about an hour.

WILL

31:48 That's right? That's...

KURT

31:49 Right. So, the point being after half an hour, all you're doing is sitting there thinking whereas my pizza... right?

WILL

31:55 Got no feedback. Yeah.

KURT

31:57 That's right. I can try calling back. And, yeah, typically they're overworked most of our features are being developed by the largest customers which are pushing us. So, twice a year, we have our largest HB AC and for our life safety come down in around table and say, what would you like? What can make it better? And then we, right, we kind of rank them in terms of their scalability across other customers. But service link again, it's once you've completed the service... then trying to tell your story through words or chicken scratch on a piece of paper. It's the story. It's the pictures, the file checklists for HP AC customers and the alerts to excuse me or the pull through work, right? The quotes deficiencies identified in the field.

WILL

32:53 Got it.

KURT

32:53 Yeah.

KURT

32:56 My quotes, all our data tells us three or more quotes or three more pictures are three times more likely to get approved... invoices. Like again, we're being pushed... and I quote Billy a decent amount. He says 100 percent of our customers do accounting.

WILL

33:19 That's true.

KURT

33:20 So, so, but we're never going to be an accounting. We will do everything up until that point. And we have multiple various... connectors to all accounting solutions in particular native integrations, which I'm sure you'll appreciate with Quickbooks. Right? So, it was, they built it to us. We didn't have to build it to that.

WILL

33:44 That's great. So that's just through the API will connect. And I know the one in particular with the first implement, I know they've been using Quickbooks online so well. So that should just don't connect, right? And it sounds like... that's right?

KURT

33:58 It's...

WILL

34:00 Fine.

KURT

34:00 Yep. And is it desktop or online?

WILL

34:05 My, what I was told is Quickbooks online with John. I don't work with that directly myself, but it sounds like it's the all not desktop version is, sounds like it's something has access through SaaS or something like that.

KURT

34:17 Okay. Yeah, we have both integrations. I think online is, okay, is obviously a little bit... quicker. But yeah, we're a cloud, their cloud. Yeah, desktop, I'm sure got some version history to it.

WILL

34:37 Right, right. Yeah. I'm pretty sure it's the cloud version because it says in the notes that I was given, it says Quickbooks online. So I feel like the online would denote cloud. So that should be good.

KURT

34:46 Perfect. So you can pay once you invoice. So, this is a invoice link. This blue ribbon will take you back to the service link, right? So if you're questioning what you're paying 1,300 dollars for, you, go back to the service link, but you can also hit the green button and pay through AC, H or credit card... it reduces our customers, average accounts receivable by anywhere from 15 to 20 days.

WILL

35:16 That's fantastic. More steps you can take out quicker, you get it, you know?

KURT

35:20 Right. And when you...

KURT

35:21 Invoice same day because what you'll see later on, we can do time cards, right? Well, so we'll track the next time the field. And if you're able to get that in the same week, not the same week, but, you know, turnaround on an invoice within 24 hours, they're gonna, they're not gonna wait three weeks, right? If it takes you three weeks to get an invoice out, they're gonna wait three weeks to pay.

WILL

35:43 Right. That's...

KURT

35:43 True. In one or two days, they're like, wow, you know what? We gotta pay him this week?

WILL

35:49 Yep, gotta get turned around. Yup.

KURT

35:52 And then the last is a service portal. It's a great way to... again scale the data that we're warehousing for you. Again, you own the data. We're only warehousing it. But basically, you provide user name, portal, user name and password for your customer base. Okay? That access through your website... customer information, you know, specific to them, whether it's you know, I need service or they want to look at an inspection report or have deficiencies or quotes all our available services portal. But that's set up by our customers, right? So they send their customer usually passwords. We don't we just host the website, the web page for them. We don't... any further than that.

WILL

36:41 Okay. Sounds good.

KURT

36:49 This less?

36:50 Two slides. I have not spent all my current SaaS, but there's another guy that has and he said that ours versus the alternatives, he goes, you can't really appreciate how we're able to take enterprise customers in a very short window, three to five, four, two, six months and get them up and running, right? So we have a team of 655 people which are only at service trade to implement new customers and to see there. So you can imagine, right? The efficiency of scale that's all they know is this vertical. So... they kind of help that they understand workflows and they might make suggestions. I have you thought about doing it that way and I go, you know what? That makes sense? How do you know? Well, right? I'm part of the onboarding team for fire life, safety companies are important to onboard team for H VC companies. We speak that language 12 months, he.

WILL

37:45 That's great. Yeah. Excellent turnaround.

KURT

37:48 There's there's a dashboard, right? So we're keeping tabs on how we're doing because if you said we can do in three months and you have the data available, we'll do it. If you said we'll do it a month, our team... can respond in time too much. We'll move as fast as you move. We really just do it. So we don't want to put too much strain.

KURT

38:14 On customers.

KURT

38:17 Basically what they, you know, it's very hodgepodge. I'll say they'll pick someone who's personally. I think the CFO is, are probably the most qualified only in that, in those examples by the way we're their onboarding, Sage intacct. So they're onboarding a new accounting and software at the same time. And those examples to see oppose, I've been... you know, the most prepared every call. So we have weekly calls and it's just a matter of getting the data out, right? So if we get the data within a CSV or excel S file, it's pretty simple. We do have problems the times with bespoke or homegrown solutions that, you know, the columns or titles or garbled, and it's a little bit more challenging but... obviously... and very, you know, can't and I'm speaking to the choir here. But can I emphasize this enough in terms of our ability to move?

KURT

39:23 And then would be, so... service trade about again additional pull through work, get 20 texts and one tech is able to create one additional job through pull through work. So one tech, four weeks, right? So for jobs per month, 500 bucks per server job, right? The numbers are very apparent. This is what I can't get across to some people at times and I'm saying, okay, you understand your, what your text or what you're texting, they feel they're walking and gold mines, and if they just were to see a leaky for whatever it might be, as far as the units concerned, if they just...

KURT

40:02 More can't you see?

KURT

40:05 How lucrative service trade will be for you and now, and they just, it's unfortunate, but... those are again mom and pop operations that have right? Over the past.

WILL

40:18 Right.

KURT

40:19 Right. We've had very low interest rates there's. Really... is, there are companies out there that they exist that really shouldn't exist. And I think no, seriously. It's...

WILL

40:30 Yeah.

KURT

40:30 I grew up.

WILL

40:31 Yeah, yeah. I get what you mean. I just don't putting that waste caused me to chuckle because I've dealt with some companies that I felt that way about too. So I definitely see where you're coming from.

KURT

40:41 That's what we're sessions before, weeds out the week and we everybody gets the participation award, right?

WILL

40:48 Right.

KURT

40:49 Every time there's problem in the economy, they just put more money... no, unfortunately, winners and losers in the real world and it's not the feelings. It's just about the way that it's the business cycle. And so, I think there are a lot of zombie companies out there that.

KURT

41:09 You know, we'll...

KURT

41:13 Just, just really on fumes at this point, but.

WILL

41:18 But...

KURT

41:18 The point being, is that the smaller mom and pops that have done very well... it's almost like they believe that they are the call it, they, they're the reason when reality is this and I'm sure there there are, they probably work, you know, 150 hours a week, right?

WILL

41:35 Right, right.

KURT

41:37 But having that backdrop of a growing economy and free money and right? You're not gonna question whether or not you're gonna put the additional and you're just gonna do it or that project, you're just gonna do the project or, you know, commercial space now after COVID, right? It's going away from the metro area out into the.

KURT

41:58 Yeah.

KURT

42:00 Waving the center a little bit, everybody's really profitable.

KURT

42:04 And... it's...

KURT

42:10 There's there's a lot to go round, but who knows how much longer that last?

WILL

42:15 Right, right. No telling.

KURT

42:17 Well, did I answer any? Do you have any further questions from the slide presentation?

WILL

42:23 I don't think so. That was all very clear and I was very compelling as well. So, I appreciate you going through that.

KURT

42:30 We don't have all day. I'm gonna try and get through as much as I can.

KURT

42:34 And...

KURT

42:35 But there's going to be parts of service trade that are gonna want to dig a little bit deeper into. So I'm just going to, you can see my screen?

WILL

42:47 Yes, I can see that.

KURT

42:48 So, this is our dashboard, our data model. Again, I would say that our data model... better than most in one thing that you're gonna want to focus on are the locations and assets. But before I get to that point, you know, how we're setup?

KURT

43:08 Daily schedule, right?

KURT

43:09 The whole concept of making sure that these recurring services, right? Which are now on paper or on some excel sheet, if you sign a contract, that contract stipulates that you're going out to a site four times a year for the next three years. And it's on an excel sheet... that's a problem that.

WILL

43:29 Right.

KURT

43:29 That's right? And a lot of times, especially in the northeast quarter in New Jersey, you see all these Amazon warehouse is popping up like to, you know, like they're throwing up like a tinker choice it, right?

WILL

43:42 Yup. Yup.

KURT

43:44 HB AC, customers or providers or signing contracts at cost.

WILL

43:52 Just...

KURT

43:52 To have the opportunity to be on site to do work.

WILL

43:56 That's right?

KURT

43:57 Yeah. So, we see that all over the place. So, the point being, is that you're never going to miss an opportunity. We're gonna build your account and putting all that information in for you, right? That's our skilled team. They're gonna be putting those recurring contracts overdo jobs without appointments. It's a demo account. So hopefully, this is zero any of our clients do in the next two weeks, reason to call out to your customer and schedule the appointment... past job. These are checks tech is done with the work in the field. They're off the site, but it's now for the office to review... and then jobs to be invoiced. Once the jobs complete, offices reviewed, get those out in the form of an invoice.

KURT

44:48 We... do not babysit text in the field.

KURT

44:54 We Geo locate when they create clock events. So what you're seeing here are just because we're based in Raleigh that's where a lot of our other people are calling on the account such as yourself... it Geo locate, clock in clock out in any, anytime you're clocked in to a job, any work, well, cash. So if you're in a boiler room or out in the midwest in North Dakota, South Dakota, right? A lot of the fire life safety companies, you know, are literally 100 Miles from the near cell tower. They clock in before they're out there, all that work with cash once they get back to internet connectivity.

WILL

45:40 Okay. And so they were on their, on a mobile device. And when they start the job, they'll long clock in there. And then it will save their Geo location. And then when they clock out, it will do the same. And then if they're out of contact and it'll upload that when they come back into reception, is that right? That's right? Okay.

KURT

45:59 So...

KURT

46:03 I set up a job, but I just wanna walk you quickly through. So we have the concept of a Bill to ship to right north, these properties overseas, Arthur as stadium. In this example, what these properties is the Bill to choose me? Yeah, the Bill to the ship to is Arthur rush stadium. So the work being done is that or the rash, the Bill is going to northeast properties, okay? Oregon, as far as the data models concerned... and every, this is what every location pages, location page has services. Again, we're going to fill it with the recurring work that you have... and it's as simple as... add a new service... pick the asset, say it's a new rooftop unit. We're gonna pick our comp.

KURT

46:58 Correct.

KURT

47:01 Description of the work to be complete. I could use a template here. I'll get into that a little bit deeper later. You'll understand them. Void that.

--- Pricing ---

KURT

47:10 But, okay, we have a contract to service or the rash four times a year. So we're going to start in what's October. So it's November. So every November now we have to complete the work... 22 and it's going to be monthly every three months. So that is how we build out your contract. Okay? At our thrash stadium?

KURT

47:47 Any questions on services?

WILL

47:51 No. All that looks very clear like the itemization and the way everything comes together there, it looks good.

KURT

48:00 Recurring invoices. It's an enterprise feature. Sometimes a larger customers are invoicing, right? Are charging our customers before they're completing the work. It's nice for some of our larger customers clients.

--- Pricing ends ---

KURT

48:13 I should say any jobs at the site can be in chronological order. Anytime there's a hyperlink. I can always just click on that hyperlink and pull up the job... and see what was performed... and what's neat too. We can see if it was... invoice number and the amount. But this is really basic to our key tenant which are the assets. So... in HB AC, these assets are getting up and walking away in the middle of the night. The only way they get up and walk away and midnight is if they have a, you know, 50 ton crane coming in and picking them lifting them off.

KURT

49:06 A...

KURT

49:07 High rise or top of the building or whatever it might be. These very, typically heavy machinery. So... the, for the tech to be able too walk up to that asset and have a full Rich history of all the work that was done. The most recent work. Any notes is

again, the efficiencies of work. They're not calling back to the office. You're not tracking down other texts, trying to figure out, you know, what's the key to this. What is it that I'm missing? Right? It's all fingertips. Yeah, it's and I think, right? This is what like service tightened does not have because they're more about the one and done mrs Jones once every 10 years. They're going to be at mrs Jones house, right? So they don't really care about us and this is something you should, you know, drill down on with BuildOps. I think they're getting better at it, but you can just see depending upon the asset, right? So you're all... the list is, yeah... anything, HB AC or fire life, safety, we have it, but it doesn't really matter. We have it or not because... it's pretty easy to add if that's something unique to your specific needs. Typically, it's not, you know, having been in this vertical for 10 years, there's not really too many times we get the... an example of something that we haven't had in there. But if we do as far as our engineers inputting it, it's pretty easy.

WILL

50:54 Sorry.

KURT

50:55 Yeah, here's an agency pump and it will populate... additional information specific to kind of what a pump might need, right? But I can move to... I don't even know what that is. I dropped later and, you know, it's gonna ask me different information. Let's move to the order system or keep detectors, right? All the information is specific to that asset. You can add these, right? Obviously, I'm the office so I can get it from the office or the ticket out in the field. But again about your relationship with the customer, if you're tracking warranties, you know, and you're out, think how far this would go with someone two examples, one year out there to do work and your information hasn't that, my God, it's still under warranty. So when you show him like a 10,000 dollar Bill, you're like by the way, we're going to submit this to the manufacturer, it's still under warranty. You guys gonna, they'll never forget.

WILL

51:58 Right?

KURT

51:59 Right.

WILL

52:00 Think savings, yup.

KURT

52:01 And also, if you're tracking the history on an asset, these HB AC units, right? The weather, right? Exposed to the elements. I don't know what the average life of a cooler is, but let's say it's seven, eight years, you know, if it's an it's six year and you spend 50,000 dollars surfacing it last year, you might want to have a conversation with the ability to actually, hey listen, might want to budget this in for the next year because this is what you spent servicing this and, you know, they were emergency calls, right? To keep your operation running critical times. We charge, you know,

extreme, you know, very expensive, right? You know, so you're developing that report based on the data that you have, right? You're not just, you know, sitting, you know, around drinking coffee with the guy and just making sure that you're actually using great data. And when you help him manages foot, like getting the example being... you come back to the same property manager, like if you need a new 100,000 dollar tower and it's on a budget. So, you know, that's a problem.

WILL

53:13 Right.

KURT

53:14 But if you, if you're communicating and in touch and keeping him formed again, that's the type of relationship that we feel we enable you to have with your customers. And that's why if the economy tags and everybody's running back to the service contracts and you're in the service business... that you'll and Billy calls this being undercut by one truck... very difficult to say. Well, quickly, that's why I have to take my time not to be undercut by one truck.

WILL

53:53 Right. That makes sense.

KURT

53:56 Any questions with the asset?

WILL

54:00 No, I liked that. And I like the, again the itemization of everything, how you can drill in, see the history of everything that makes perfect sense to me.

KURT

54:09 Excellent.

KURT

54:11 Deficiencies. Again, it's tenant of our... of what should we played means important to track that information... quotes sent to the customer, tracking those quotes contracts. So you can have multiple different contracts based... customer subscription levels, right? Platinum gold.

KURT

54:35 Silver.

KURT

54:38 Gold, silver, platinum ever, you wanna put platinum in there. But anyway... markup level. So people in the office when they're trying to do the invoice, they just have to pull up the contract and not trying to figure out how each customers, you know, what their markup rules are for a particular customers.

WILL

54:56 Right.

KURT

54:57 Minutes share either internally externally for text on site and doing something for, you know, each providing information that they want to share with the tech. It's just a matter of configuring that... the pass through. And again, it's really says data in the cloud very cheap. So you can have any unlimited number of attachments that, you know, building schematics, building diagrams, parking lot diagrams, whatever it is. So that's a location page here's. The...

KURT

55:31 Job.

KURT

55:37 I set up for today, it's a preventive maintenance on a rooftop carrier at the our, through our stadium. And here all the items associated with that. So I'm just gonna jump into the field. So service trade this app in the lower left corner right here... works on all iOS and android devices, iPhone. I pad android. Only thing we don't work on is what does that Microsoft thing?

WILL

56:08 Well, they had the Microsoft down surfaces that or I don't remember.

KURT

56:13 The only time I see it as is during football games.

WILL

56:16 Yeah, that's true. They put money into that advertising and I never shows up. Anybody's actually on.

KURT

56:23 So, yeah.

KURT

56:25 So...

KURT

56:26 We work on pretty much everybody's device.

KURT

56:29 But as I open it.

KURT

56:32 I'm just gonna filter by jobs do today. So, as I open it... down here, we will track text time in the field, whether it's job prep and round notification. So if I clock in, I wanted to notify will that I'm going to be there at... three 30... you're gonna get a notification. But, okay. Yeah, if you have access to your...

WILL

57:09 Yeah, yeah. It takes sometimes takes a few minutes for it to come through here. That's great. I'll keep an eye out.

KURT

57:14 Okay, perfect.

KURT

57:16 But you can see.

KURT

57:18 To get there.

KURT

57:19 Yet.

KURT

57:23 As I clock in on site... I get to see... you know, the location of where I'm at. I can get directions if I want, right? So again, you can imagine, right? A text driving around in circles, right? Just hit directions, and then we'll take them right to the site. If he gets an... the technicians, right? You can have multiple technicians on a job. I just happened to be solo today, the owner. So in this example, I'm having to own the account and the salesperson, right? So... I wear multiple hats. But right sales would be, you know, it's just additional information based upon that data model. It's easy to access, right? Sales is important because they might have sold something unique to this particular customer door thrashed, that they might need to ask a salesman. Hey, by the way, when you sold this contract, you know?

KURT

58:22 Right. Again, more likely than not, it's probably not something that you have, but at least it's a.

KURT

58:29 Your fingertips if you needed. And we wouldn't have additive if, you know, someone hadn't thought of a reason that you might not need to contact someone in sales? Maybe it was a new customer and, you know, you're really good technician and you want to just pick the salesman brain about, you know... who's there or what type of units do they have?

WILL

58:57 Right. Right. Sounds good.

KURT

59:01 Yeah, sorry, just taking a little water here, my God.

WILL

59:06 Yep. Bye. I've been doing the same all along.

KURT

59:11 Make me feel better and feel better.

WILL

59:14 Yeah, I tried to stay hydrated dealt throughout the day. I tend to forget. And then at the end of the day, I say no.

KURT

59:20 Yeah, no, no, and then go to the bathroom all my.

WILL

59:25 Right, right.

KURT

59:26 And I'm just gonna walkthrough that serve the tiles top left or bottom like, okay, here's, what I'm here to do... right? That description of what the work is that I'm going to be doing any attachments. This is easy peasy. We'll just take a photo right here's. The before picture. It's nice. I can make it visible to the customer if I want. I don't have to let's say this is the before you're telling the picture, telling the story of what work you're doing. Everybody's got different choices. Environment doesn't fall over there. Is that photo will say that's after... also, I could add audio mental here. This is where, you know, the text they don't like to type on their phones and adding an audio might, it might be a description of the work that they're working on. So... or a lot of text you like to pull... pictures from your library. So multiple ways to add additional information to your story here are the job items that I have to do all by the way. Yeah, I remember that dealt not, I forgot to bring it but I have one... on my truck and I'm gonna source it from... no, I don't want to use it from... the one who's a vendor. I want to use the warehouse and I'm gonna use... he's traveling. So my truck one, I'm adding that so easily able to add an item, right? Again, being short to be able that you can easily track parts, labor items associated with a job. So you're charging correctly or quote incorrectly?

WILL

1:01:30 That's great.

KURT

1:01:31 Yeah. And we do have the ability for text to cut POS in the field. So let's just say yes to wanna first in order to home depot to finish the job that's been planned. Maintenance is not the best example.

KURT

1:01:50 We could add a parts, but we, I could go into a different module called partsledger again because they're more of our customers wanted a simple way to manage inventory. It's what I want to, if you want to have another conversation will go down that road and we'll talk about parts. But for this, I think general purposes, introducing you to service trade. We'll just keep it pretty bland if that's okay.

WILL

1:02:15 Right. Yeah, that makes sense.

KURT

1:02:17 And I wish I'd...

KURT

1:02:18 Say bland, but...

WILL

1:02:21 They don't higher level.

KURT

1:02:22 Yeah, higher level and I think the core tenants really are enough... to get people across the line. As far as who are interested in seriously interested in service. So, I had... here's the asset. What's cool is that here's what I talked about. Okay? I'm here to work on this rooftop package, but I click my service history and it's all there. I just think.

WILL

1:02:49 Terrific.

KURT

1:02:49 Yeah, this is again what a commercial contractor needs and a residential couldn't care less about.

WILL

1:02:58 Right, right. I can see where they would fall short with that. Yeah, sure.

KURT

1:03:02 So, again, maybe something to take a note when you do a demo with BuildOps.

WILL

1:03:07 Right. Right. Yeah. This is all exciting stuff.

KURT

1:03:11 It's... unfortunate because it's a great product? It's easy to celebrate. And what's also cool is if you're providing, right? Say you're only there to do work on one unit, but you notice something else which is where the majority of the pull through where it comes from... all the assets. I have access token tips.

WILL

1:03:37 That's great. So you can spot something on the job and then have it right there, you pull it up. Don't have to really search.

KURT

1:03:43 That's right. Right. If you're that additional pull through work, we might say, well, I'm here to do the unit carrier, but I'm just gonna check on another unit that I'm not here. And then we want to see the history. And now you're developing a story as a technician in terms of what it might be that's making an odd noise or what is it that you just don't feel right about the unit?

KURT

1:04:09 So that's yeah. So what you could detect could add the asset in the field. Okay? So you can add the asset from the text perspective or from the office?

WILL

1:04:22 Right.

KURT

1:04:27 Can see... there are a few.

KURT

1:04:37 Right. So the ticket say I need to add a motor and add any information... installed. I'm just gonna drop out of the... contacts, self explanatory comments... could be fall to be specific to the job... that's Kurt finished Oregon's carrier. The thing is meant condition?

KURT

1:05:10 The people that...

KURT

1:05:10 Installed the, she does a great.

KURT

1:05:12 Job.

KURT

1:05:14 All checkless items were.

                                        KURT

1:05:17 Password...

                                        KURT

1:05:17 One college... yeah, it's Kurt on the job.

                                        KURT

1:05:28 Did the checklist for the new Installation. And I was just in Chicago, everything is functional.

                                        WILL

1:05:41 Great.

                                        KURT

1:05:42 Yep. So I add that to the job, right? It's available for everybody to see. Again. That might be additional information that they might want to see on the work order.

                                        KURT

1:05:53 Once a job's done.

                                        WILL

1:05:57 Sure.

                                        KURT

1:05:58 Here's... watch closely. It's going to go quick. This is a deficiency identified something that I can generate more revenue from my phone, right? Okay. Broken... impressing?

                                        KURT

1:06:24 Well, you're gonna laugh at me when I?

                                        KURT

1:06:27 Wow... wow.

                                        KURT

1:06:33 Kind of painful, but I don't know how to otherwise make the noise of compressor. That sounds like it's broken.

                                        WILL

1:06:40 As far as I know that's completely accurate. So, I'll trust you on it.

KURT

1:06:46 Thank you. So say that it's system as defects, but it's still operational... asset that we know it's the rooftop carrier, not the train.

KURT

1:07:01 Think we're... and... it's...

KURT

1:07:10 Hello... and... swap out old compressor. Gonna need 20 foot latter... and a check to help to text for the job two hours.

KURT

1:07:39 All right. That's it.

KURT

1:07:42 So...

KURT

1:07:44 A lot of times people ask about the work acknowledgement, so... they'll just basically pick the contact.

KURT

1:07:53 And...

KURT

1:07:58 Hand this over to you. The individual on site. You can look at the services. You can see everything that we're here. All the photos, these, your t's and c's your costs, your company's t's and c's so, once I sign this, it's a binding contract and all 50 states... and you'll get a copy of that as well. That's it there's some other okay. I can do checklist for you. But again, I don't wanna get too... questions that you might have for me before I close out of the field.

WILL

1:08:34 I don't think so. It all is very clear. It has a great interface and it's very thorough of it accomplishes more than I was expecting and I was just thinking, I don't know what anybody else could show us that would be any more comprehensive and usable than this. So, so that's an excellent presentation there.

KURT

1:08:52 Excellent. Well, that's good to know. I will tell you. I'm getting a little bit near the...

KURT

1:09:00 And...

KURT

1:09:03 But I just... this is the one I want to finish with. So.

KURT

1:09:15 That deficiency is in my inbox, right?

WILL

1:09:20 Yeah.

KURT

1:09:21 Right.

KURT

1:09:22 I wish I was a tech in the field. I met Arthur rash, I'm in two places at once, right? So, tech just identified it and office already knows text sending walked off the job yet.

WILL

1:09:36 That's terrific.

KURT

1:09:37 Yep. So to view this deficiency... now, I'm in the office and I need to quoted out. So what I'm gonna do is say, okay, let's see the report. Yup, swap out all compressed. You're gonna need 20 foot latter check to help. Okay?

KURT

1:09:52 Hi.

KURT

1:09:55 Here's, my audio. You're going to hear me going wrong. There's the picture of the broken compressor, but from the office, I'm gonna add to a quote. I'm not adding. I'm going to create a quote, but sometimes people like having the ability to edit to other work. So they're not going back out and doing too much windshield time. So that's why it says add to a quote. But now we're going to create a new quote. It's going to be repair here's. Our markup rules. We're going to put it, you know, prices are moving all around. So we want to put an expiration on it because if they wait too long to approve the quote or prices might have moved.

KURT

1:10:40 And as I mentioned before, right? I can add a description. So I'm here in the office, I'm like my gosh, you know, what the hell give me with a new we're done, right, right? So we're big about efficiencies of scale. We're gonna use it template. What do you know compression replacement. So rather than building it out, I just used to.

WILL

1:11:08 Wow.

KURT

1:11:09 Which has all this verbiage in addition to the verbiage, it's got all the typical items associated with that workflow added to it, right? Labor. So I'm going to say, okay, it looks good, right?

KURT

1:11:28 You know what I remember, right? I remember from the attachment.

WILL

1:11:35 You're gonna laugh at me when I say.

KURT

1:11:39 Wow. Okay. Right. So the reason I did that is that I wanted you to know that, right? The tech quoting it in the field, the more detailed, the more specific I can be, this might default to one hour, but, you know what I.

KURT

1:12:00 There's gonna be two guys for two hours. So it's actually four hours of labor.

KURT

1:12:04 Quoted correctly or?

KURT

1:12:08 Labor, not the generic template, three, right? So you're able too?

KURT

1:12:13 Tech is able to clearly didn't know what's...

KURT

1:12:17 Specific to this quote, right? Not just getting a generic code out there because, you know, you doing so much business, I'm gonna send them the customer. Now, I have a pension for cursing. So I don't want my audio to be heard by.

KURT

1:12:30 But I could, because, you know what it's like a pressure, right? The individual on site?

KURT

1:12:36 Not gonna walk up to the roof to hear this compressor broken. So I will keep it... right. Right. Well, now, I'm gonna ask you to.

KURT

1:12:47 You give access to your computer?

WILL

1:12:50 Yep. I am here. Let me see if that other email came through. Sometimes it takes a little while, do well. Emails get routed through, but let's see. Okay, I got one thing. I work acknowledgement for preventative maintenance job, aardvark services. On the way, I've got two emails that come through. Yup. Got those.

KURT

1:13:09 Refresh one last time. So, you have my.

WILL

1:13:14 See. Yeah, don't have the next one just yet. They usually takes just a few minutes to come through. I don't know one of our servers kinda slow that's okay.

KURT

1:13:24 So, right. I have a full history. What typically would happen here is I can see when the quote was identified with the efficiency, I created a draft. I submitted the quote. I email that to you now typically.

WILL

1:13:42 I just received it yep.

KURT

1:13:43 Okay.

WILL

1:13:45 Yep. Got it here now... right? Aardvark service, that quote. Yeah, I've got all this information here in this. Excellent. Terrific.

WILL

1:14:01 Yeah. What else?

KURT

1:14:02 Needs to be done.

KURT

1:14:12 And you approved?

WILL

1:14:14 See. Okay. I see the link here. Let me get that, open up. I usually have everything minimized here. I'll let me just, yeah, yeah, open up my browser. Yep... one second here. Okay. I am into it now and okay, so I just click approve. Yeah, see, approve and requesting you. So I'll click approve... their name, address, correct? For search checking, confirms. I'll go ahead and check the thing and approve quote... approved. That was simple enough. Yup. Once I got my email working.

KURT

1:14:55 I NC already see that you.

WILL

1:14:59 Already there. That's excellent.

KURT

1:15:03 But I know exactly where you are too, because I have your IP address.

WILL

1:15:07 Yup. You can come find me in Florida.

KURT

1:15:09 Yeah. So, but it's...

KURT

1:15:14 It's not so much about being, you know, prying, I, it's about having access to the data readily so that you can use it to your benefit. Right? When you call the guy and say, hey, did you get that quote? No, I never saw it will actually, you looked at it yesterday. I just...

WILL

1:15:29 Yeah.

KURT

1:15:30 Minder to people. Hey, it's the 20 first century and technology knows what you're doing most of the time, right? Right? That's something that really to our customers how they want to present. But, you know, but now that it's been... submitted, all you have to do is hit refresh here and this is gonna go to approved, right?

WILL

1:15:55 Perfect.

KURT

1:15:56 Okay. So put a due date where I can create a budget. I'm not gonna go there right now.

KURT

1:16:11 I want to schedule this appointment. I'm gonna put my best tack on it, Kurt and I'm gonna do it for November eighth. So... the step was tech in the field... email to the... office, create a template in a quote, sent it to the customer, viewed it, customer sent it back. We create a job that's seven steps.

WILL

1:16:47 Yeah.

KURT

1:16:48 And, and what...

KURT

1:16:49 I didn't tell you is that... based on our data, and then this is Cole, this is not just what we like to say. This is based upon facts, our customers grow the revenue 23 point four percent after the first year primarily because of that workflow... right? So you're doing... 10,000,000 in revenue a year. You're gonna create an additional two point 3,000,000 an additional work, what that pull through, but... no one... can do that workflow in less than 15 steps. Again, I think build up. Yeah, I think you're going to be at 22... give or take. I personally have never seen it. Just what I here internally at service trade because they're our biggest competitor... but that is the most important asset history asset tracking pull through work quota.

WILL

1:17:48 Yeah, that's very clear. All workflow from what you showed me just there it, I can't imagine getting any simpler than that.

KURT

1:17:56 That's right? That's right? And to condense it from 20 to even to 15, probably would either require work in the database that isn't possible. Great there. Listen, they're smart people, but something is limiting them to condensing that workflow. I don't know what it is. Again, it's been built by people who think about this, you know, 24 seven not to say that they weren't but we've been focused on the commercial sector long time. So... this is the job that I was working on. I think if I refresh this, it's gonna say that it's in Progress, right? It's in Progress because even though it says complete here, right? Well... the tech is off the job, it's in Progress because the offices responsibility to make sure time materials are appropriate are correct. So.

WILL

1:18:57 Right.

KURT

1:18:57 Again, I got my hearing contracts, markup rules, make sure they're correct number. This is the item that the ticket it from his truck.

--- Small Talk ---

KURT

1:19:06 Let's say you needed 10 doubts. I could select the source. Okay, everything looks good. Yup. Complete. Okay. So now... and just as an fyi, your clock events, we Geo locate an 11 point seven Miles away from authorized stadium. Okay? See my en route time was a minute. My onsite time was 12 minutes... and which cool is that you could add clock events from the office, right? Jimmy, how to help with? I forgot it happens all the time, text, forgetting to clock in, clock out. Well, they can't if they're on the site and they're the only one joining because they have the same description of the work.

--- Small Talk ends ---

KURT

1:19:53 But we can know you can think of examples where someone last minute had to help out and forgot to add the event, the clock then.

WILL

1:20:01 Sure, right.

KURT

1:20:03 So... great. Everything looks good. Where we complete the job. Everything looks good, complete the job and create an invoice. Again, it's gonna give us one last time to make sure we've got everything right? And we have the appropriate markup rules. Great, the invoice.

KURT

1:20:29 My margins are out of whack because of this contract is not associated with some of these items, which is fine. I'm just gonna go in here and make sure that everything looks good.

KURT

1:20:43 The bugs from that function 15.

KURT

1:20:50 Our margins are 90 percent perfect. Looks good. We can... do grand total only line items with detailed however you want, however the customers want to see the information presented it that way. Alright? Now, my, right? That looks good. We're

going to make 90 percent on this deal. Okay. Got it. Alright. I'm gonna send the invoice link to, well, and...

KURT

1:21:16 You're on it?

KURT

1:21:23 No.

KURT

1:21:30 Okay.

WILL

1:21:35 So, that will be coming through to my email, right?

KURT

1:21:37 It'll be coming and this is what you'd see if we waited for... pay now through AC, H or credit card.

KURT

1:21:49 Or take to the service link... which is gonna take us too, right here's. All the work that was done. The files here's, my work. Acknowledgement here's. A little for an after here. My... pull through work.

KURT

1:22:12 That's a service like that's what you're going to say?

WILL

1:22:16 That's fantastic.

KURT

1:22:18 That's excellent.

KURT

1:22:20 Hi, Michelle.

KURT

1:22:21 We, we didn't really get... to dispatching.

KURT

1:22:28 Or to a time card, which is we're able to track text time in the field and push it over to your accounting system. So there is more but that those are the main tenants

that I really wanted to show you the best.

WILL

1:22:44 Yeah, this is fantastic. I feel like just based on what I've seen here, I'll be able to make really good don't case with the team. We're gonna be meeting internally and discussing everything. I feel like we have, it will make a good case there. And like I said, I can't imagine know what else we can be found by anybody else that will be better than this. And all the you already evolved said that the BuildOps folks have many more steps in their process. So that certainly couldn't eclipse this. And so I, I'll candidly, I'm impressed.

KURT

1:23:13 I appreciate that. The one thing that we will which is important is the project management. So, right? What we showed you was the service side and a lot of companies especially in the metro every our big project managers and the service.

--- Pricing ---

KURT

1:23:28 So projects are pulling in 50,000,000 a year, of which they're making three percent, right? Their services are doing eight to 10,000,000 a year and they're making 40 percent, right? It doesn't take a dry figure out, you know, what's making more money, you know, the fanfares on the project management because so 10 30,000,000 dollar job, who, yeah. But at the end of the day, no one cares about anything but profits.

WILL

1:23:53 Right? The bottom line, yep.

KURT

1:23:55 And so we are still building out our project management feature. It allows you to, you know, track working Progress billing, AI billing, which we don't do like that's our partner. We do well with pro core pro course, the 800 pound gorilla in the, you know, think of the 100 today.

--- Pricing ends ---

KURT

1:24:14 No, any building that's going up in Manhattan probably is going to be more than 10 stories, you know, windows or... one to five year projects. Pro core is great. That workflow, AI billing. We are filling the gap between service and pro core. We basically will cover a project management out to six, eight months. If you're doing more than not, you're probably a good candidate for pro core, but that's where... admittedly BuildOps is kicked her S 's in that project management. And they have some financial metrics which will probably... you know, in terms of clients and what revenue they're doing into the phone's ringing this client. Got it. This is the highest paying client, got it. You know, but all that data we can, you know... our sek for you in the, through the cloud to Redshift, if, you know, wanna see, you know, what you're

busy, biggest customers, biggest projects. So they will while you on that project management. But rest assured, a guy like Billy is not going to settle for anything other than something that's up to par or better than so by the end of the year, we're supposed to have project management fully operational.

KURT

1:25:33 But...

KURT

1:25:33 Again, it's gonna take too much time to delve into today, but that's probably they're gonna focus will is on project management with you and you'll say, well, that's something that service trade didn't even show me. But the reality is reason why I love services because I'm convinced that rates you can continue to go up. And at some point in the next six to 12 months, people are going to be running from the right side of the boat project management over to the left side of the boat service management. And...

WILL

1:25:58 Right.

KURT

1:25:58 That's the bread and butter because those contracts that you have typically with the HBC customers that you're buying. When you have 20 text in the field, you're servicing institutions that are not going to go out of business, right? Hospitals, retirement... maybe multiple operator of mcdonalds or whatever they are. And what we see, sometimes people will call the bottom of their list and upgrade and try and use service trade to help them market to, you know, larger customers. So.

WILL

1:26:32 Right. That makes sense. Well, one thing that I was thinking about well alone while you're presenting all this talking, it is very compelling system that all I like I said, I'm impressed by it. And one thing I was thinking about down with just wanted to before we wrap the call up, see if you have this kind of thing when we go through the process of acquiring businesses weekend to spread a pretty wide net and we've that the businesses and let's see if it's something we want to acquire. And a lot of times of course, itself something that we end up for one reason or another not acquiring and not one with it. But it's still well. But typically as a business that has needs that we see a way to improve on. And I was wondering if you have any kind have channel program or anything like that because I feel like even in those kinds of situations we potentially could don't refer or maybe recommend to sail to you if it's a business that we end up not picking up ourselves even that, all of that, maybe we could send folks your way if you have any kind of program like that or something.

--- *Small Talk* ---

KURT

1:27:26 It's very welcome. Did I appreciate you offering?

KURT

1:27:30 We, we come from?

KURT

1:27:35 Modest, you know, backgrounds like believe bigger than life, but he's in Raleigh, North Carolina. I lived in a normal life and build ups is much better at the Bright lights, the big city, right? They could have that network within that service tighten and that share if you will, for lack of a better word, right? That clean, that just comes with it. And they've gotten into the private equity groups more than we have. We're still kind of struck and dumbfounded as to why that hasn't been more of... a channel for us. We do have someone that works on that, but to be quite honest, well, no one really is doing it in New York. In New York is the one place where I don't you know, every part of the countries is its own little entity. New York is about as... old school, you know, behind closed doors dealings just, I see it on the conference side because there's no conferences in New York. I know there's one in Boston, which is pretty good, but everybody goes, you know, they have their own little things like in cities and it's you know, they've been together for 50 years and, you know, it's like... I don't want to quarter boys club because that's not the right word.

--- Small Talk ends ---

KURT

1:28:57 It's just this, you know... club that's existed in their part of it and no one else is gonna get it. So, two things, yes, we'd love that. Thank you very much. And I don't I'm not sure why we're not more successful in that we will be around that.

WILL

1:29:15 Right.

KURT

1:29:16 So, we're on that, you know, the maturity curve, right? So we're we went from pretty flat for nine years and we're now very vertical.

WILL

1:29:25 Right.

KURT

1:29:25 And just going, you know, fashion.

WILL

1:29:29 Yeah. Yeah. Well, as far as on that side of things, he was, it was just a thought I had because I know that is something we've done previously with all other situations where we'd be looking at the solution that impressed us. And then if we ended up not acquiring company, we would still be able to give them. I always sort of have a almost like a consultation to how they could be more successful and that would refer over in some situations we would be, I'm actually a channel partner for a company.

You'll be able too referred the sale have that kind of thing happens. So just a thought I had, but if you want, if you do have anything like that all comes up or if you have any information, yeah, even outside the New York area because we are going to be doing these investments eventually outside New York if things go well with us, but that certainly would be something we'd be interested in checking out.

--- Wrap-up ---

WILL

1:30:13 If you have anything that I'll buzz and kind of literature or anything to send over the though. If you do go in that direction, sure. Of course, happy to. Okay. That sounds great. Well, yeah, all this was fantastic. And I appreciate you going through showing all we're doing the introduction and showing me all through the solution and everything. The solve this. It seems like fantastic system. And I don't have any additional questions off the top of my head. I know one, once I meet with my internal group, probably some more questions will come up. And if you don't mind, I'm like don't shoot you an email with some follow ups or something like that.

KURT

1:30:47 Happy to oblige. Of course. Yeah. And I always say, you know, next steps and let's put something on the calendar. But it seems like you have some work to do which is undefined in terms of the, how long that may or may not take. So, you know, as long as I can see that you're responsive on it.

KURT

1:31:03 Email.

KURT

1:31:05 Having a ticket at your pace because I know it's you know, we're still eight weeks out before maybe decisions made and, you know, like a good salesperson, we're going to be kinda pushed towards the end of the quarter and.

WILL

1:31:17 I'd...

KURT

1:31:17 Love to get your feedback along the way in terms of where you stand of course as well too.

WILL

1:31:23 Yeah, absolutely. I'll be happy to keep you informed by any chance. Would you be able to send that link? I see you've recorded the demo? What would it be possible for me to show that some of the folks on my team? If you have a link to that?

KURT

1:31:33 Yeah, I'll send it to you as soon as it's available should be in later today.

WILL

1:31:38 That sounds terrific. I appreciate it. And, yeah, all this looks fantastic and I certainly will keep you posted on Progress here and let you know any additional questions that come up, but I don't think you so much for going through all this.

KURT

1:31:49 Thanks. Well, I appreciate your time.

WILL

1:31:51 Yeah, you as well. Thanks so much. Have a great rest of the day you too. Thanks. Bye bye.

The End