ServiceTrade Demo with Tier One Mechanical

Katie Mullen with Tier One Mechanical
Recorded on 8/8/23 via Zoom, 1 hour 37 min.

Participants

ServiceTrade

Katie Mullen
Field Manager

Dan Waggoner
Territory Manager

Tier One Mechanical

Jay Lusita
President

Other

Topics

Transcript

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

DAN

0:00 Hey, Katie?

KATIE

0:00 Hey, Dan.

DAN

0:03 I didn't realize you were the host to this.

KATIE

0:05 Yeah. The host is with Moses.

DAN

0:08 That's right. I was expecting, the waiting room to pop up. Hi, Jay.

JAY

0:24 That better. Can you guys hear me yep?

KATIE

0:31 Is Yvonne joining us?

JAY

0:33 She had to step out, so she.

KATIE

0:36 Okay. All right. Well, we are.

JAY

0:40 Morning the video after.

KATIE

0:43 Sorry, what was that?

JAY

0:44 Will she have access to a video at?

KATIE

0:46 Yeah, I was just gonna say we're recording this so I can, we can send it over to you afterwards for her to take a look at. Absolutely. Okay, cool. Well, I have my colleague Dan here. He's actually going to be the one running the demo. I'll let him introduce himself. Dan. If you wanna go ahead.

DAN

1:08 Yeah. Hey, Jay. Good to meet you. My name's Dan. I'm the inside territory manager for service trade in California. Arizona is specifically where I, you know, manage Kate's counterpart for her side kick if you will. And the inside guy from headquarters, she's more in the field traveling around 10 people in person. So, looking forward to walking through service trade with you and learning more about what you guys are looking for.

JAY

1:34 Okay. I think Katie already kinda knows, the set of what we were looking for. There's like five major things which is, you know, ease of inputting customers, being able to locate them in the directory with these. I don't have my notes in front of me but, you know, being able to have an estimation component as well and knows, turn into work orders.

--- Access to information ---

JAY

2:08 You know, I think there's a few other things I'll pull up my notes. But if you wanna get right into a demo, obviously, the mobile app is probably relatively the same as what we have or what everyone else has out there, our biggest thing I was telling Katie is I don't really need our guys to do like clocking in, clocking out, start, stop, pause and all that other stuff.

--- Access to information ends ---

JAY

2:33 So if we're able to, if you have that and we're able to toggle that option on or off. We would prefer it off.

DAN

2:42 Okay, understood. And yeah, I actually have some good notes here from Katie too. So yeah, I think you kind of ran through a few of, the topics that we'll be going through today.

--- Paper process ---

DAN

2:56 One thing as far as quoting goes, and estimates, it sounds like that's a, there, there was kind of two notes that stood out to me. One was trying to manage the pull through work and want text to be able to perform it right then and there when they're finding problems. I just wanted to clarify... how an ideal workflow looks like for you guys in that case.

--- Paper process ends ---

JAY

3:21 So for us, you know, we're commercial service and repair. So our guys aren't trying to upsell all the time. They're just actually just trying to have additional work or scope of work approved. So for us, the pull-through would be they're out of site and an engineer ask them to do additional work or add onto this additional work or create a separate po or work order because they may have met a certain threshold and a lot of that stuff has to come back to, our back office and the tech will call it in.

--- Paper process ---

JAY

4:00 If someone's here able to punch that thing out right away, then they can. But most times everyone's busy and we're like, well, we'll put that on a back burner. Tell that engineer that will be a few days from now and that's when he'll receive it. We want to stop that process because it's dual entry.

--- Paper process ends ---

JAY

4:17 It's double people knowing a lot of information that's not necessary. We could just have the tech sort of input, that work description, type up a work description. We're gonna train them the price. But if they had to call the office and seek approval, that would be a lot easier.

--- Accounting integrations ---

JAY

4:35 At least we don't have to deal with creating the estimate because on our side, we're not working with a system that's all in one. We have to go outside of our software to do estimates. And that's a separate system with our parent company that we have to create files, log them.

--- Paper process ---

JAY

4:56 You know, we just got like 50 steps to create a simplified proposal and, we wanna end all that. It's slowing us down so that's the main reason for estimating. We don't need it for estimating on grand scales and big projects. And it's just really a lot of the pull-through work.

DAN

5:18 Gotcha. The high velocity, really simplistic almost but, it seems like there's a lot more steps than are necessary right now.

JAY

5:28 Yeah, it's too many people involved. I'm paying too much overhead, to punch out a simple 2000 dollar estimate. It's not worth it, sometimes even do those small little projects but it would be if one guy's just handling it for 30 minutes and he's getting the approval. He's getting everything and it's sorta tied into our system where the back end could see like he just did some pull-through work. It got approved and let's work on rescheduling them out there or so we feel like, we can get a lot more accomplished, do more work. Whereas, you know, we're the people on the inside are focused on a lot of other estimating that we probably, well, I don't know if we could estimate through this program or not on our other stuff, but we'd certainly like to see if we could.

--- Type of work ---

JAY

6:16 Okay. And that's like bigger stuff. I mean, it could be into the hundreds of thousands. It could be, you know, multiple phases, but if it has that ability, then great. But really for our service text, I don't want to be bothered with their estimates anymore.

DAN

6:32 Gotcha. So, the estimates that the service techs are the pull-through work. Does that have to get approval from a customer?

--- Accounting integrations ---

JAY

6:40 Most times? Yeah.

DAN

6:42 Okay. Thought. So gotcha. Excellent. See here. So you're going outside of the system currently for those estimates? Is there anything else you're going outside of the system for that you wish was more a cohesive process for everyone?

JAY

7:03 No, I mean, I know you guys don't really do the accounting portion, but our system is full on accounting.

--- Access to information ---

JAY

7:09 So... I wish you guys had that piece but no, I think that's the main thing we're going outside of doing.

DAN

7:19 Okay. As far as the mobile app, you mentioned, it sounded like you had some expectations for what typically a mobile application has for technicians. Could you help me understand, you know, what those expectations are, and what would be helpful for you all?

--- Tech On-site ---

JAY

7:38 Yeah. So I think like on the mobile app, a lot of the guys because we do commercial based work, we don't really need the whole clocking and clocking out. So our guys will go to a site and they'll be dispatched to be there at six a M, and we could then potentially have them finish up in four or five hours.

--- Tech time tracking ---

JAY

8:04 Well, anything after four or five hours in our line of work is nearly a full day. It's the text gonna get six or eight hours minimum six. But because we're a union shop, we pay different than most other shops do. And for us, it's just easier to have our text right in the time that they are charging that client. And a lot of times our text will put say six hours on the job. It'll come back here through the office. And then we may modify that and go well, we're charging our client eight hours that's a full day's worth of work. And so that's where we typically make our money is actually in adding a little bit more time to our technicians time because, you know, we're really not making money on their actual hourly rate, their union employees, they get high salaries, high benefits.

--- Pricing ---

JAY

9:05 They cost me 110 dollars an hour. If I'm charging 150, I'm only making 40 dollars an hour. So we have all these little up charges that we're constantly doing. But, and that's why I don't really need that clock in and clock out where it like locks in an invoice amount or total because we need to modify it on our end.

--- Access to information ---

DAN

9:27 Sure. Okay. Yeah. So that's all pretty straightforward with service trade. You, you do have the ability which you'll see here in a moment to clock in and out really, for our app though that doesn't it's not gonna automate anything as far as the invoice or as far as what they're charging to that work order, it's specifically for more so of visibility on your end.

--- Tech On-site ---

DAN

9:50 As far as, hey, when they punch in, you'll be able to see, okay, Dan has arrived at job site a, on time. And when he clocks out, Dan has completed the work. So it's more of a communication visibility thing for us. And also you're able to communicate with customers things like, hey, I'm in route to the job.

--- Tech time tracking ---

DAN

10:08 But the clock activity button that you'll see on the mobile app has nothing to do with automating any sort of charges for a customer, if that makes sense?

JAY

10:19 Yeah. Okay.

DAN

10:21 And so you'll be able to manually enter that. There's a couple of options for that. So we'll take a look at that as well, but really up to you whether you want to punch in or out based on, hey, do you want that visibility or not important then don't need to.

--- Tech time tracking ends ---

JAY

10:33 Yeah. And we have like multiple tests on one job, so they could be on separate floors. They could have separate tasks. So we just need that ability to be able to assign this to anyone. Everyone be able to input their own description, their own work, their own time, their own materials. And yes, it's under one work order and it'll compile up and create one invoice when it's done. That's typically what we need here. We do have a hard time. I think with our software now and Evan would know this and, I might not even be saying it, right?

--- Tech time tracking ---

JAY

11:10 But there's some sort of component or issue that one technician can't add another technicians time onto his work order. And I don't know if that works in your case, but sometimes some cases we'll have apprentices or helpers, go help that technician and we don't necessarily need that helper or technician to clock in or clock out. But maybe we could have, you know, the lead man on that job actually fill in his time or do his time. We've been able to work it both ways. So I'm not sure which one we're having to actually deal with, but I know that has come up a few times where we've had to give, you know, a first day hire training into the mobile app and give them an e-mail and give them all this stuff so that he can log in and actually do his time on the work orders because, our lead tech can't actually put in his time.

--- Paper process ---

JAY

12:10 I think that's the case and we don't even know if we're keeping this employee after 90 days and we go through all this excess. And.

DAN

12:17 Gotcha.

JAY

12:18 It's sometimes problematic.

DAN

12:21 Gotcha. So simplifying, the technicians recording, the time that they're charging to?

JAY

12:28 A work.

DAN

12:28 Order that's set in stone. We got you as far as the technicians, are they calling back to the office for any information that they might need or is there anything that they're running into?

JAY

12:44 Now, a lot of them are self sufficient. So if it's a technical install, yeah, they'll call the office to make sure that they're proceeding in the proper method. But in most cases, they're on their own. They're they're out there. They're getting their own materials. They're doing their installs or taking photos of their work.

--- Paper process ends ---

JAY

13:05 And at times through photos, we've like, hey, you should have done this or that, but in most cases, their work is fine. But no, they don't really require anything, from the office.

DAN

13:19 Okay. And once they're done with the work order outside of time, so we've got that checked off for now.

--- Paper process ---

DAN

13:29 But as far as like what you need from them, is that coming back to the office, in a sufficient format or are you having to follow up with them much or?

JAY

13:38 So it's both certain techs finish the paper work up right away and it's in our back office right away. And there are times when we're dispatching them to a certain client, we know that they want their invoice like immediately or they want information immediately even if it's not an invoice. They might want the work order write up. But in most cases, our technicians can lag one to maybe the max three days and entering out a work order, which is something we don't like.

--- Tech time tracking ---

JAY

14:12 But they got into a habit because they can't get payroll until at least that whole week is completed. And we don't let anyone go retro. If they missed that week, then they're penalized is, they miss their own payroll, but it does create a little bit of... you know, a little bit of a disappointment on our end where we're like, hey, you guys should finish your work order when you're finishing these jobs.

--- Tech time tracking ends ---

JAY

14:39 And we understand that we're all hours of the day and night. So it might be six, seven o'clock the guy's wrapping something up. He just wants to get home. He doesn't want to fill out a work order. So he might do it the next day or the morning or have all his notes and, or it's just easy enough to remember. And, he catches up to it a day or two later, but it never goes more than five. But our typical is most guys I'd say 70 percent do them on time and 30 percent of them are gonna vary.

DAN

15:11 Okay. So I mean, it sounds like what I'm here in a little bit is it kind like it might be sort of difficult for them to enter that info while they're working?

JAY

15:23 It, you know, we've always thought it was easy. I don't know if it's just the technicians are just, you know, getting used to technology. Maybe that's a problem. I don't really know what it is, but in most cases, they feel like it's, we've never put like, a stop on. If you don't finish this work order, you don't get your next one. We can't operate that way because I mean, we would be really inefficient so, you know, they sorta rule in that sense where they will fill them out. It's really not that problematic for us. We're not instant billing.

--- Access to information ---

JAY

16:04 We don't collect money on site. Most of our clients are 45 to 60 day net anyway. So, okay. It's never really been a problem for us but we would like it if maybe the mobile app was quicker or easier or more efficient for them. But honestly, the mobile app we have now, it seems extremely easy to me.

--- Access to information ends ---

JAY

16:26 So I don't think that's a hiccup. I just think it's sorta like I just don't wanna do it right now. I'll do it. Okay?

DAN

16:35 Gotcha. Yeah. I've definitely felt like that towards the end of the day before. So... well, last thing I wanted to touch on this topic was you mentioned sorta off the top there with, the client wants info immediately. How does that sort of affect you or impact... you guys internally? If they're not able to get that immediately? Whether it's a tech, you know, that?

JAY

17:01 We do, we get it. So if it's if that needs that, we're like listen, they're gonna need this right up. But as soon as you're done and it's like technicians, no one gives us a hard time like I'm not writing it, it's just, we just let them know like, hey, you just finish this job, you know, property really wants the work description. So send.

DAN

17:21 Gotcha.

JAY

17:22 That done minutes, we have it. So it's never really an issue. And if we give them a heads up and most of them know those places already and they're doing them already. And look, we.

DAN

17:33 Gotcha.

JAY

17:34 Technicians that, that's they just do it right out of the gate. They're like I get my work order, I finish my job, I do my work order and I'm moving onto the next one. And we have others that sort of, you know, just maneuver differently.

DAN

17:50 Gotcha. Yeah. Okay. Well, do you have any questions for me or anything you want to point out that we didn't cover before we sorta dive in here?

--- Purchase decision ---

JAY

17:59 No, I think like if you're gonna give us the demo portion, you don't probably have to spend a lot of time on every little intricate detail of like, you know, every section. I think like when it comes to dispatch boards, we understand really how they really work. If there's a highlight that you feel it's necessary to really show us every little thing that would be great.

--- Purchase decision ends ---

JAY

18:24 I do have to say on our dispatch board and I don't and this isn't a deal breaker for us, but we feel like we should actually design a software and I'm sure every company feels that way because they operate differently, right? And nothing could fit everyone perfect. But we have equipment that we schedule out for jobs and that's important to us to have on the dispatch board. So, we have jetters going out or specialty equipment going out. It's a log for us to know who has it when, where and what job it's on. So, I don't know if you have that ability we do in our dispatch board now, which is, you know, really beneficial because anyone who goes in can see like that's been taken or that's locked up or we even do it with certain trucks that we have that... we delegate to jobs. So I don't know if you guys have that capability.

--- Purchase decision ---

DAN

19:22 Yeah, I've had that request before. So, yeah, we can look into that. And... yeah, Katie. So did I miss anything? Do you want to? Got any questions?

KATIE

19:34 No, I don't think so. I think as we kinda talk through things, more stuff will pop up. So definitely feel free, to stop and ask questions, Jay, but I think that you covered pretty much actually, you know what?

--- Accounting integrations ---

KATIE

19:49 I do have one question. Have you guys been evaluating other softwares? I know, you mentioned that a lot of the mobile apps look the same. Have you been looking into some other options?

JAY

20:03 We look into one. It's called BuildOps.

KATIE

20:06 Okay.

JAY

20:07 We went through that... and you guys are second.

--- Accounting integrations ends ---

JAY

20:13 I'm supposed to find a third. I don't know if I'm gonna keep going down this path... but potentially we were gonna look at service tighten but, I really don't know if I have the time to keep going through this. So hopefully it's just these two and our parent company, will we'll be satisfied with two quotes and an overview of basically like what each of you guys do, or the value of what you guys have. So, yeah, we've only looked at BuildOps. Obviously, we're in a system now and then just you like YouTube videos. We've seen certain dispatch or software stuff and.

KATIE

20:56 Okay.

JAY

20:57 You know, so, you know, kind of seeing like what they do, each dispatch board operates a little bit differently, but they do function really the same like a drag this guy to this job and I could easily do this for that. So I get that portion we're always looking at like what the board dispatch board doesn't do. And, you know, like for like ours right now, what it doesn't do is have an ability to have like a side task bar or something that shows pending approved jobs that we have not scheduled yet. We have to go somewhere else, a different page, look at something else. And it would just be nice if we were able to just see, hey, we have all these pending jobs that I need to hit the dispatch board, and by date when they were approved. So we could kinda either do it by priority or by date or, you know, by, you know, availability or squeezing in just a four hour job somewhere, but we're really inefficient when it comes to that because our dispatch board sucks. So.

--- Purchase decision ---

KATIE

22:02 Have like a waiting room kind of area. Yeah.

JAY

22:06 So, you know, we are looking for little things that might, you know, and again, like everyone has like positives and negatives about their software and we just have to kinda figure out which one's gonna really just go of ease for us, and help us here in the back office.

KATIE

22:26 Yeah, yeah, definitely. Well, we are familiar with BuildOps. So, you know, after you see the initial demo, if it does come down to us, we do have some customer references and different things like that. We can kind of help you out in making your decision. But it's always good for us to kind of know, you know, where you guys are just at in the evaluation process in general, if this is the first thing you're seeing or if it's the tenth thing that you're seeing. So I appreciate you being open with us about that.

JAY

22:57 So, yeah, definitely, I will. And I'll let each of you guys know to like where we stand. We're sorta gonna put a side by side thing together and just see and, you know, sometimes with our corporate office, it may come down to money as well, but at this point, we're just like, hey, just give us your cost, give us your demo and we'll put it together but we're not gonna make a decision without talking to each of you anyway.

KATIE

23:22 Cool. We appreciate that.

DAN

23:26 Yeah. Absolutely. All right. Well, Jay, I'm gonna start with a little bit about service trade. Give you a brief background and we'll jump right into the product and we'll jump right through the good stuff as well. I appreciate you saying that as far as, you know, not getting caught up in any of, the, you know, tiny bolts and screws we can always uncover those later.

--- Customer engagement ---

DAN

23:47 I wanna point out to you today how we can help you specifically manage that pull-through revenue and capitalize on some of those opportunities that aren't economical right now because they just take too much time and overhead, produce, and organize. And a few of the ways that we're different from a lot of the software that you might have experienced, or looking into.

--- Customer engagement ends ---

DAN

24:07 So... for starters, this is service trade in a nutshell, right? So we work only with specifically commercial contractors. We've been doing that for 10 years. And so we like to think we know the industry and you mentioned wanting to build your own software and a lot of contractors have really helped us get our software to where it is today. So this is almost, the commercial contractor built software. If you will. We definitely take our customers input and in developing, and so that's definitely something that will probably stand out to you today. But seven point 5,000,000,000 revenue has been invoiced through service trade that was last year last calendar earlier. So a lot of commerce flowing through the platform, I can't talk right now apparently and over 1,200 accounts across the us. So one of the main things that our customers have talked to us about, and one of the problems they're having right now, is the labor shortage. Is that something? I know you mentioned, the union labor, but is that something that's impacted you all at all?

JAY

25:10 Yeah. And it's I think, you know, it's mostly for us. It's about qualified short technicians. So I think there's plenty of technicians out there. It's just, I just don't they're not well trained. So for us, that creates a shortage. But my theory, is if they're working somewhere else, then you just got to pay someone more and attract them to your company. So I always tell our parent company there's not a work shortage there's. There's a money shortage. You're not willing to pay but, you know...

DAN

25:47 Yeah. I mean, well, you nail it as far as you can't just hire anybody up the street too. You know, you gotta have, they got to be qualified. You got to be able to custom and all of that good stuff. So, our data points to they're actually being an eight percent loss in the tech force each year, whether that's folks retiring or, and not as many folks going to trade school and learning the skills that they need.

--- *Customer engagement* ---

DAN

26:11 So really, the issue, that we're seeing is that the gap between hands to do the work and the amount of demand for your work is growing, right? So, our platform and a lot of what you'll see today is really focused around helping the technician become as effective and efficient as possible, helping you all attract and retain your technicians with more than their paycheck.

--- *Customer engagement ends* ---

DAN

26:37 And... yeah, being able to achieve the most revenue with the team that you have, right? Without having, to find new people. So a lot of people end up with right now is more work than they can handle. And so for service trade, a couple of ways, that we target that.

--- *Customer engagement* ---

DAN

26:56 And first, we want to improve your operations. And let me just move forward actually because I meant to skip that one, improve your service operations, right? Overall, set your technicians up for success, help you become more proactive and grow your quality revenue. So with, the demand for your service, some customers are better than others, right? You've got some margins that are better than others, some customers that are just a pain, right? When you think about your best customer, does anybody come to mind for you?

JAY

27:26 Yeah. We have a few.

DAN

27:28 Okay. And why do you like them so much?

JAY

27:34 They just have a great trust working relationship with us. They accept our rates, our prices, they believe we have integrity and they don't question it. And so it's just an easy flow to work for them. They pay on time. They, they offer us a lot of opportunity to work for them. So that's our favorite client, you know?

DAN

27:55 Yeah... yeah. Absolutely. And I mean, so the building trust like you mentioned, right? You guys have obviously been able to do it with those clients, will our platform a lot of it's designed to help you build and maintain that with more clients also to identify, hey, which clients are paying on time. Which clients do give us the most opportunity for high margin work? Which clients are easy to work with, right? So when you've got a high demand for your service, it's important that you're you know, putting your resources in the right?

JAY

28:25 Right.

DAN

28:27 So, as far as improving service operations, product operations, just giving your team full visibility on what's been delivered, what is being delivered and what's to come, being able to report on different metrics as far as technician productivity. And like we just mentioned different customer metrics as well. But again, centralizing all the information you need to deliver service and giving that visibility to your team... for the technicians, mobile app, really simple design specifically for commercial type workflows. Multiple different services, multiple technicians on this job, the goal to provide the technician with everything they need to complete the job and be prepared heading it.

--- *Deficiencies* ---

DAN

29:08 So any different notes and record pictures, video, all the information that you all will need back at the, is to get that service report out, get the invoice going. Now when it comes to, the pool through work and identifying opportunities for repair, right? So, this is a report. What we're gonna call a deficiency report. Now, a couple of different workflows that we'll talk about today. As far as you can kinda help me understand which one would work best for you. Typically for us. What we'll have the technician do, is report one of these deficiencies, this shows up in the office with all the needed information for the office to produce a quote.

--- *Quoting* ---

DAN

29:45 It looks just like this, right? Pictures of, the problem, so the customer can understand and a one click approval prospect. So really simple for them to get that quote out to the, customer to approve it, you can either add it back to a work order or create a new job from there... first thought and looking at that?

--- *Deficiencies* ---

JAY

30:07 What? So technician created that deficiency report. Now, it's in the system. Did he e-mail this to the customer to get an approval or to the office? Like how did that get? Who's that getting in front of?

DAN

30:24 Yeah. So it's once they log in efficiency, it's gonna automatically notify the office. It will not automatically notify the customer. From there. It's really, hey, do you want the office to grab that deficiency, generate a quote with a few clicks or would you prefer the tech to generate the quote from the field? Because either one can be the case?

JAY

30:43 Got it. I probably would do both. Okay?

--- *Deficiencies ends* ---

DAN

30:46 Gotcha. As far as?

JAY

30:51 And this approval is for, the client?

DAN

30:55 That's correct... as far as, the presentation for the client. How does that compare, to what you will currently send over?

JAY

31:07 I mean, yours is, you know, more technically advanced. Ours is a simple word document. So it's nothing fancy.

--- *Customer engagement* ---

DAN

31:15 Okay. Yeah. All right. Well, I'll be sending one of those out to you today, so you'll be able to get, to take a look at that and interact with it... and finally profitable customer loyalty, like we mentioned earlier, right? Identifying those customers, building your trust with those customer relationships. The service portal is one of the tools that service trade has that really helps to demonstrate your value, and share information with the clients to make it easy to work with you all. So the portal, you know, offer things like 24 seven service reports available online, upcoming schedule, service requests. So just making it easy to access your service. This is a sample of the service report. And these are online service reports available. 24 seven for the client be sent out to multiple contact that really show the value of the job that you did, and what they're paying for as far as invoices.

--- Customer engagement ends ---

JAY

32:07 You guys have like a home screen that you just had a screen up that showed like I think recent jobs or unscheduled job. I think that was, I'm not 100 percent sure, but is that like in every day home screen where you can see the unscheduled projects?

DAN

32:28 Yeah. So I'm not sure which one it might have been that you saw there unscheduled. But yeah. So I mean...

JAY

32:35 Read then it said completed, there was like a top one. There was one and then down below, it showed complete.

DAN

32:44 Okay. Yeah. I mean there's several ways to look at that. Something you mentioned earlier was like the dispatch board, right? So you are able to load up on the dispatch board, any unscheduled work or filter and categorize by, hey, what am I looking for? What type of work? Is it emergency work? Is it repair work? Is it maintenance work and load those up above? And then drag and drop to your technicians. The jobs page is also going to be able to, you know, filter down to specifically what you're looking for as far as completed work, uncompleted work that needs approval, work that needs parts, so you can manage your step by step process.

--- Recurring maintenance ---

JAY

33:19 Yeah, yeah.

DAN

33:23 But I wanna jump to our location page. And actually, I'm gonna start on the dashboard and pull up our location page. So you mentioned being able to find customer information easily. So up here is our universal search bar. Top golf is our customer today. So maybe they're calling in.

--- Recurring maintenance ends ---

DAN

33:37 We've got several locations for top of that, we'll see here as well as the company, the Bill to account. So we're looking at top golf and San Jose.

JAY

33:48 Pop up at the airport that'd be awesome.

DAN

33:53 And I think you guys met, yeah, that'll be, a good layover. They got the heineken lounge. I think it's in Minneapolis, but they, they've got a little putting green.

JAY

34:06 I do a lot of work at the airport. I've never seen the top golf there but that'll be awesome.

DAN

34:12 That would be, yeah. And, it is merely coincidence that I think you all met at top off and it's actually been using, these top off demo locations or, for a couple of years now.

--- *Recurring maintenance* ---

DAN

34:24 So you're going to be the owner of our top golf today though, Jay. So you've got one of your own top golf in San Jose. And so this location page is going to hold all the information about the customer that you need. So this is where you go when you need to find out anything, whether it's service history, the equipment that you work on, those are going to be your assets, right? The services that you're committed to providing, these can be recurring services, one time services. What have you? But if you need it, it's going to be on this page. I saw a note from Katie as far as contact and labeling different types of contacts. So you'll have different contact here, Jay, you're going to be the primary location contact, and we know that you're on site.

--- *Recurring maintenance ends* ---

DAN

35:05 So a brief overview of, the location page there, but I wanna jump to our job here. The job, this is where everything's gonna sync back to at the end of the day. Once Dan and Katie complete the work, we've got them scheduled for a maintenance call for different pieces of equipment.

--- *Tech On-site* ---

DAN

35:20 We'll be working on. Any information that they need is going to be included on this that we'll see from the mobile app. Like I said, everything's gonna sync back to this so that you can complete the job, send out that service report once you are notified.

JAY

35:37 Okay. I like it. So when this is, then I could choose out of all those contacts who I want this to go to.

--- *Recurring maintenance* ---

DAN

35:46 That's right. Yeah. And so for an example here, when you and you're talking about communicating with customers?

JAY

35:50 Yeah.

DAN

35:52 Yep. So when you go to send anything to a customer through service trade, you'll see the company contacts. So that could be your, you know, account that has four to five different buildings underneath of it.

--- *Tech On-site* ---

DAN

36:02 And then you'll see your location contacts. So the primary location marked here. But yeah, you can toggle on and off and send this to multiple people at once or several people. Just like that. All right. Let's move out through the field. And you said you like that about the work order? Was that just basically about the contacts or anything else stand out to you there?

--- *Assets* ---

JAY

36:26 I mean, I like how you have all the information in one spot about the client too. So, you know, right now we have to navigate all over the place to get that information. So, that was nice to see how many jobs we've done, you know, what assets we may have removed or replaced or it was just nice to see everything in one spot.

--- *Tech On-site* ---

DAN

36:48 Got it. All right. So Jay, you should be seeing the mobile app. Now up top there, there's a couple of beautiful pictures of Katie and myself. Is that what you all are seeing?

JAY

36:59 Yeah.

DAN

37:00 Excellent. So the clock in function just gonna briefly go over this. I know this is not important to you, but I do wanna point out notifying the customer is one benefit of clocking in as in route.

--- Customer engagement ---

DAN

37:11 So it's just a great way to put your brand in front of the customer and a little bit more communication with them. Aside from what a lot of contractors. Typically, you know, the only communication the customer gets is the invoice, right? So another way to put your brand in front of them and show them who to expect and when to expect them. But this is not a, you don't have to do that again. Just wanna make sure I'm pointing that out.

--- Customer engagement ends ---

JAY

37:34 And we may have text that like this option. Like the younger guys probably will do this though. And, and if it's telling our client they're like in route, are they clocked in or they're in process, it could avoid phone calls like when's this guys showing off or when is he getting here? So, you know, having that ability will serve a purpose?

--- Assets ---

DAN

37:57 Got it. Absolutely. All right. Well, the work order here, pretty simple standard layout, or a straightforward layout with the information that the technician needs. So I might want to look at the services that I'm here to provide. We've got four maintenances. And each service as you'll see is assigned to a piece of equipment, right?

--- Tech On-site ---

DAN

38:16 So you mentioned earlier, you might have a few tack with different types of tasks for a job. You can assign different services to technicians on the work order and they can complete those as assigned.

JAY

38:28 Those are pre filled out... sorta descriptions. They're picking that task and it's pre populated.

--- Recurring maintenance ---

DAN

38:38 It is, it's like a template for the type of maintenance it is. So once you've set that up for a customer, say you've got quarterly hvac maintenance for a customer every time that they're due and you generate that work order, the template will automatically fill out the steps that are needed to be completed and the tasking.

--- Assets ---

JAY

38:55 Got it. Okay.

DAN

38:59 So I'm pulling up the assets page here. So what you'll see is assigned to this appointment. This is the four pieces of equipment that we're working on. Now, if I needed to reference any of the other equipment that we've worked on in the past or have information on that's, going to be available to me. But today, we're just worried about this equipment and to give you an idea of equipment history, a lot of times folks, you know, this is important to them, right? Technician needs to know what's happened previously or what to expect with equipment. So service history is going to be... specific to the asset. So, hey, you've got a warehouse with 200, you know, rooftop units or 200 pieces of equipment there. Difficult to look at history for the entire location. Very easy to take a look at. Hey, who touched this piece of equipment last? Specifically, what they do to it at any documentation around this equipment. So other things like deficiencies, right? What have we?

JAY

39:54 They searching for that asset through like a model number or serial number, or how, you know, if you have 100 units, how are they finding the through?

DAN

40:07 That's exactly, right? Yeah. So the serial number, model number... can all be used.

JAY

40:15 Okay.

DAN

40:18 They can type it in there. If you've got one of those cameras that can scan a bar code on the phone, can do that. It'll pull it, right?

JAY

40:25 Okay.

DAN

40:28 So, other useful things can be attached directly to the asset like user manuals. If you have a new guy or apprentice, right? Somebody that with more experience might have added a video of the pair they did or information, it could be helpful for them.

--- Assets ends ---

JAY

40:42 And that always lives in the history of that client.

DAN

40:47 It does?

JAY

40:50 Is there a certain amount of info like it'll log up? Like eventually, can't handle like one technicians just stupid and puts like 50 pictures in every time he goes there is like, is there that?

DAN

41:05 No, it won't tell you that you can't stop adding pictures. It can, it can always make you like the one thing that I believe that I've heard if you do like an hour long video and it's just one video, right? Like you could do 20 or 30 10 minute videos. But if you do an hour long video. So if the guy sets the phone up and just, you know, record your whole day, it may take a while to upload that or have trouble with that. But as long as they're not doing that, they can handle just about anything, okay?

DAN

41:38 Anything else with the mobile app, that you're thinking, hey, the technician would need or how they'd like to record information, maybe a signature or?

JAY

41:47 You know, we rarely get signatures. A lot of times. Our clients aren't even present. We're we're directed to service, entrances, check in with security, they go to their locations or they're meeting individuals who have nothing to do with approving our work. So, getting a signature is definitely something that we would like to continue to incorporate especially if it's, a new client or we are in front of that person. So we definitely want it. We just don't honestly here, we just haven't used it, but we have to do it on the back office. And if it's a new client, we're working on a floor and then... we get referral to another floor why we're working there. It's like our plumbers here today, if you want them to fix this. And then we have a new tenant. We're making them sign stuff to emails, the back office.

--- Tech On-site ---

JAY

42:40 We're sending stuff back and forth rate sheets, costs everything before. And then we're working out terms and we're working on all kinds of stuff. But if we have pre populated documents that our technicians can go like here, you just have to sign this and acknowledge these, and that doesn't have to come back here that, that'd be great.

DAN

43:05 Gotcha. So typically sounds like everything's signed off on prior to and just documented with the work order, which could be the case here if you've already done that. But I believe, we would have a use case as well for, hey, if you just need someone on site to sign off.

--- Assets ---

DAN

43:23 But like you mentioned, hey, you don't always see them so that that's common for our customers as well. The comments field here. The location comments could help with that. As far as, hey, at this location, go through the back gate, the gate entry code to this, talk to Kenny at, the stand at the front or what have you enter through back there, well, on the north side of the building to get to the equipment room.

--- Deficiencies ---

DAN

43:47 But now let's get to the good stuff. And this is reporting, the issue. The tech has found that they need approval for, they need to work up pricing for, to make the repair for the customer. So this is going to be called an efficiency and I'm gonna add an efficiency here, compressor replacement, just a brief description, of what I found. Now, it's gonna prompt me to add some attachments here. So we'll do a photo. If I need to add any additional notes can do that. We're also gonna do a video. Obviously, this is gonna pick up audio as well. Hey, mr customer. This is what we found today. This is what your equipment is looking like. This is why you're at risk, we're going to be putting together a proposal for you... so you can add multiple of those. We're going to stick with two for, per time during the demonstration today. The level of severity, this could just be a small issue that, hey, technicians, I caught it. They see, hey in three months could be a big issue. Let's try to get in front of this. Avoid that emergency call. It disrupts everybody's day, including the customers mark that as a suggested repair. It could be deficient, obviously lacking operational efficiency there. And then inoperable, typically the customers pretty aware of that, but some cases not. So let's go with inoperable today. And it looks like my screen share just ended. Did that happen?

--- Deficiencies ends ---

JAY

45:15 Yeah.

DAN

45:16 Okay. All right. Gotta love these apps to screen share. The iPad. Give me just one moment. There we go. I think I'm back.

JAY

45:30 Yeah, yeah.

DAN

45:32 Not yet.

JAY

45:33 Not yet.

DAN

45:35 All right, fantastic.

DAN

45:40 So we've got our deficiency here and you'll also tag it to an asset.

JAY

45:49 You'll tag it to what?

--- *Assets* ---

DAN

45:50 To an asset. So that next field there, whether it's the, you know, scan the serial number or look up to the bar code, what have you are at the top?

JAY

46:00 You can skip it if obviously it's not an asset.

DAN

46:04 Yeah. In what cases would it not be an asset for you all?

JAY

46:08 It could be piping?

DAN

46:10 Okay. So what you do for that is probably the location standard at that, which is building. And then you could just do a description of what was going on there as far as piping?

JAY

46:23 Yeah, because a lot, I mean, if it doesn't this doesn't the deficiency doesn't have to tie to an asset, correct?

--- *Deficiencies* ---

DAN

46:31 No, it doesn't you can just tie it to the location.

JAY

46:34 Okay.

DAN

46:39 So the status of this, if I haven't fixed it, obviously, this is going to be new. And if I need to put a proposed solution in there, I can hopefully the video and the other notes have sufficed, but we'll do that in the notes for a proposed solution... and just gonna hit save here. So.

--- Access to information ---

DAN

47:04 This is going to upload to our office automatically. Technician can just carry on with their day... and let me switch back here too.

--- Access to information ends ---

DAN

47:22 The office side of things. So what you can do here, Jay is pull up... and thanks for bearing with me. I, it's been over a month now. I should be good with my Mac computer, but I switched from windows to Mac after 10 years of windows and I'm still, yeah, there are still certain things to just make my eye twitchewhere.

--- Deficiencies ---

DAN

47:49 Do I go? Where do I go? But so we've got the deficiency so you can set up different notifications for the e-mail to come through to department heads or whoever would be handling that quote. You'll also see it in service trade. I just like to go to this. This e-mail report is really simple. And when you set those up to maybe go to a folder, just see the flow of them all coming in. And all I'll do is click on our deficiency. We've got a new report from Dan about the compressor and, I did label this to an asset because what's really useful here is everything in the past that you've reported on. This equipment will show up. So, hey, if you're every quarter, something going on with this equipment, maybe there's a bigger issue, but help the office or whoever is pushing out that quote to understand and show the customer the best recommendation.

JAY

48:37 So, when you pull this up, it just pulled up your most recent report. But where are your other report? Like where are your, the rest of your deficiencies from your other text? Is there a whole list in this?

DAN

48:48 Absolutely, great question and the deficiencies board, right? So this is gonna route all deficiencies and status, whether they're new fixed invalid, right? If we're looking for all new deficiencies, there's the same one that we're looking at right now, eight, eight, 10 47. And.

--- Deficiencies ends ---

JAY

49:06 And this would list right here, five, six or 10. It would just keep scrolling down if there were more than one absolutely... got it. Okay.

DAN

49:18 So, then once you know, obviously you wanna make sure you're keeping, that new bucket pretty empty. Those are the repair opportunities you've got.

--- Quoting ---

DAN

49:25 And I, I've filtered by only my deficiencies, but you can run different filters. But once they've moved on to verify, you can make sure that they're quoted, moved on to fixed and so on and so forth. But.

JAY

49:38 To, on the reporter side, do all like all text or you have.

--- Dispatch ---

DAN

49:43 Absolutely.

JAY

49:44 Okay.

DAN

49:45 Yeah. If you just unlabel undo that filter, it will show everyone.

JAY

49:50 So...

DAN

49:51 We got Danny's Shawn's, billys in.

JAY

49:54 And now, once this has been done, this is done, is there an opportunity for our technician to quote that deficiency and take care of this himself and clear it off of this board?

--- Deficiencies ---

DAN

50:11 Yeah. So there is the opportunity for the tech to do that in the field and it would look very similar to this, just a little bit of a different workflow because this is from the office view, but they essentially would do the same thing here, add to a quote and it's gonna pre fill the information based on what was collected or deficiency, right?

--- *Quote templates* ---

DAN

50:31 And we will create a quote and what they would do is apply a quote template. So you mentioned teaching them about pricing and such. You could have some standard templates as many as you'd like for different types of replacements. So maybe we have a standard compressor replacement there's, our description, what it typically takes. And then of course, if you needed to adjust this specific to the customer specific equipment location, all that stuff you could go ahead and do that. Maybe it's gonna take five hours. Now, what you'll also see here as far as pricing goes, since we've got, the pricing for top golf... it's automatically fallen in the correct mark up rules for this customer.

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

DAN

51:13 If I change this, you'll see that we've got a 47 percent margin. Currently. When I switch back over to the top golf margins and mark up rules, it goes to 43 point five. So that way the technician or whoever is creating these quotes knows they have the correct pricing in automatically for the customer.

--- *Quote templates* ---

JAY

51:30 Got it. Okay.

DAN

51:33 Now, once you set up, you know, how you'd like this to be presented to customers ahead of time. It'll automatically be that way but you can always adjust and shift it if you need to. If you want to show them more information, maybe line items with details or just the grand total.

--- *Tech On-site* ---

DAN

51:47 What have you? But that's pretty much it. If I didn't need to add any additional part or comments I am ready to send to the customer. And this is where your contacts are. Like we looked at earlier. I'll send one to.

JAY

52:02 And this is the back office view or is this the tablet view for the technician?

--- Access to information ---

DAN

52:08 This is the back office view. It would look very similar in the tablet view just a little bit smaller, on a few of the screens. Okay? And it sounds like you are, you prefer to have the tech in this right then and there?

JAY

52:26 Any smaller ones? Yeah, I don't want to be bothered with this anymore.

--- Paper process ---

JAY

52:29 I mean, if, you know, we're we've got two, I think already that are doing, have been trained on back office pricing and doing proposals and stuff because they're in the process of constantly sending the office a ton of pull-through work and we're like look, we're we love it, but we're tired of doing it so.

DAN

52:54 Yeah.

JAY

52:56 And we're not efficient at it. So since we train them, they're doing their own, but it is so time consuming for themselves. They're trying to manage doing work. And then we've given each of them a laptop and they gotta switch over from one thing, get into the laptop and start creating file structures and placing things in the right place. And then we have estimation sheets that they have to use so that we could look in on everything that they're figuring for every labor hour, every material thing. And then they're saving everything to a master folders, and then their sub folders. And then it's just, the guy is just like, what, am I an estimator or am I a technician? Like, what am I doing here? So?

--- Customer engagement ---

DAN

53:37 Well, Jay, I think, you bring up a great point and they're reporting a lot of pull-through even a lot of opportunity. But it sounds like nobody's really got the time to do it and execute on it. And, our recommendation and in our thought is, to keep the technician free of anything that really is not priority prioritizing them, you know, working on customer equipment because they're the only ones that can do that.

--- Access to information ---

DAN

54:02 You don't have anyone else you can't send an account now or a dispatcher out to just start. Well, maybe some dispatchers can do it, but.

JAY

54:09 You...

DAN

54:09 Know what I mean? Right? A lot of back office staff, you can't just switch them over to doing that in the field work.

--- *Quoting* ---

DAN

54:15 So, for us, that deficiency report acts as streamlining all necessary information, generating a quote within two clicks, assigning the pricing, and they could even leave it in draft, right? If you had one person that needed to review it, all you need to do is go to all your draft quotes for the day, you could pull those up easily. No one would have to even notify you can just kinda check that periodically throughout the day, take a look, send it out, get a quote in front of the customer, just like this, dispatch it back to a technician with approval from the customer. So, and we'll look at the follow up process as well. Are you able, to take a look at that on your end as far as opening up the e-mail?

--- *Customer engagement (quoting and invoicing)* ---

JAY

54:56 But what was the question on?

DAN

54:58 The, the quote, if you take a look or maybe Katie, if you want to, I'd love to show you some of the visibility as far as when your customers interact with this and engage with the quotes you're sending?

JAY

55:08 No, no. So like they just receive a PDF and... typically some don't approve in this manner.

--- *Customer engagement (quoting and invoicing) ends* ---

JAY

55:19 I see you have that ability which I like and maybe some of them will start doing that. But typically, it's a long drawn out process of receiving POS. We'll get e-mail approvals right away, like please proceed. This is e-mail approval, but you'll be getting official paperwork and po, from our corporate office and kinda works that way.

--- *Quoting* ---

DAN

55:42 Gotcha. So for your customers though, they, this would work for them as far as going in and approving giving you a po number.

JAY

55:50 Yeah, I think so. I think it'd be a good benefit for some that can easily do this.

DAN

55:58 Excellent. And so I had Katie to do that approval for us. So you see here it's come through on my end now... and I can see that Katie has viewed the quote and it should also see that Katie has approved it. So we'll see there is approval. She's approved it. You can see I've also got our IP address, right? So we're tracking and confirming that our customers are receiving these. In this case, she's approved it. But if I want to pull up my quotes, right? All of that open pipeline, all of that opportunity that, hey, if it's difficult, nobody's really going to follow up on that 1,500 dollar quote, right? But we're gonna make it so easy for you that these now become easy add on services to job, you're probably already gonna do for that customer. So I'm looking at my quote dashboard here, maybe submitted but not viewed. I wanna look at all the quotes in a certain time frame for inoperable equipment that have been submitted and not viewed. So we don't have any operable, let's. Let's do another search. We'll pull up all those. The customer hasn't even opened it, right? So I can easily bulk send out all of these back to the customer. Just get it back to the top of the inbox. But really tracking and managing your open pipeline here as far as proved without a job approved and a cancelled job.

--- *Quoting ends* ---

DAN

57:11 And you were talking about sorta the folders and follow up the text where we're learning and trying to do currently, does this look like a effective process for you all, to follow up and manage all those quotes?

JAY

57:23 I think so. Yeah, I don't see it looks relatively easy. Do you just have like, you know, when you're training people? Is there just certain a method that you have them go through steps like daily or weekly that's just like, hey, you want to go to your quotes, you know, every day or you want to go to your invoices every day and look at, you know, jobs completed and make sure you're invoicing like is there like a recommended step procedure that, you know?

--- *Implementation and ongoing support* ---

JAY

57:54 Because I could see if we don't train the whole back up is that a lot of stuff could be sitting back here. But if they're not trained to like hit certain steps, they might just not even pull this stuff up.

DAN

58:08 Well, we will make sure, that they'll be pulling this stuff up, I guarantee that. But there is a certification created specifically for back office, one of them created for administrators, and then one for the mobile application. You'd work with a project manager to implement typically for a company your size, 60 to 90 days, have weekly meetings for them... and make sure everyone is absolutely utilizing the deficiency and quoting aspect of this. That, that really is the biggest ROI for our customers. So we've actually even got a way for your account manager once you've been onboarded and implemented to view on your account, how many deficiencies you're reporting, how many of those are making it to quote. So if we see, hey, this service trade user doesn't send out any quotes, we'll be wondering what's the problem here and call you up and say, hey, can we help you out and figure out why you're not quoting? So, yeah, we'll definitely give you the material and resources you need, to effectively, you know, implement that.

--- Dispatch ---

KATIE

59:09 Yeah. Another thing that I wanted to add is that you can actually book mark those reports. So if there's a certain report, that you want your back office to be checking weekly, daily, whatever it may be, instead of them having to go in and fill out the, you know, parameters each time they can actually save it bookmark, it, pull it up, refresh it and they're done, you know?

--- Quoting ---

JAY

59:29 Got it. Okay.

DAN

59:34 Alright. And Jay, so now that we've got the approval at this point, we're just gonna add to an existing job or create a job. And actually another reminder here to make sure that your office is staying on top of this, you can route those notifications. For example, I see here, Katie viewed the quote. So I'm getting notified when a customer opens my quotes quote accepted, Katie, accepted the quote. So I'm notified again, when the quote is accepted, so numerous reminders when revenue activities are happening and to make sure that none of those are slipping through the cracks.

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

JAY

1:00:05 Okay.

DAN

1:00:08 But hey, if Dan is still on site and we've pushed an approval through that fast. We've got them right here on site. I can just add it right back to that job or create a new job. Our po, numbers come over from ads approval, and we'll say we want to get this done by the end of the month and create the job.

JAY

1:00:25 Are you able to, because there's two types of scenarios for us keep the same po, or not to work order number or I don't know what you guys call it service or job number and create a separate visit or a separate or additional line item that shows that, hey, same work order. But there's two different jobs in the same work order. And then we have the other scenario where a client is like, no, I need a completely separate. These two are not tied to one another even though they might be, you just want them completely EPA.

DAN

1:01:02 Yeah, gotcha. Yeah, really three ways to do that, but it'll be relatively easy for it would be easy.

--- *Dispatch* ---

DAN

1:01:09 It's designed to do that. So separate appointment to the same job, right? So you're keeping the job number and you have, the secondary appointment. So, hey, you'll see what was completed on content one, what was completed on appointment two, and that's where services come in. So we only have the one service here for this job.

--- *Assets* ---

DAN

1:01:27 But if I go pull up our previous job that we were working on the maintenance job here... you'll see I have four services. So I can add a new appointment... and add, let's say an existing service... to that appointment. And so that's what the customer would be saying.

--- *Customer engagement (quoting and invoicing)* ---

DAN

1:01:50 Hey, on day one, we completed those on day two. This was completed. Is that, what does that answer your question?

JAY

1:01:58 Yeah. And it keeps them like they're separately labored there's you know, like, so everything is easily either itemized or packaged as a whole. We're able to see that info.

--- *Tech On-site* ---

DAN

1:02:12 That's correct. Yep.

JAY

1:02:14 Okay.

DAN

1:02:15 And so when you're completing this, I might as well go ahead and do that. And I'm gonna punch out in the field real quick, mark all of our services as complete. But we'll complete our job for the day. And since I added that secondary appointment, it's asking me to see if those are complete as well. And so each service like you'll see that was completed, we'll complete.

JAY

1:02:40 Have to complete their call for the day every day even though it might extend two or three days.

DAN

1:02:52 I got you. So if they're going back there, yeah?

JAY

1:02:55 Our service makes them complete the visit so it could track and log like visit one was six hours or visit two was 12 hours or visit three was four hours and, it makes them sort of, you know, if they're going back, they've got it.

--- Tech On-site ends ---

JAY

1:03:13 They've gotta, they gotta shut it off and then it just recreate a second visit. You know, as long as we have it in their dispatch board for three days, they open up the next day. It's the same job number, but they're opening up almost like a different work order, but it's the same number, but it just, it ties all three together like Monday, Tuesday, Wednesday, and then when we go to print like the work order description, or just look it up, not print it, but it'll show all three visits, all three different times, all three different descriptions.

--- Tech On-site ---

DAN

1:03:48 Yep. That's correct. And so that would just be a different appointment for each day. So you can create a job from the start with separate appointments or when the technicians clocking out, if they realize hey, I was supposed to finish today, but it didn't happen. They can just say, I'm not done with this job overall.

--- Dispatch ---

DAN

1:04:04 It will remain on their board whether even if it was scheduled, you know, for yesterday, they can create a new appointment, dispatch, create new appointment where no one can, and they can just clock back into it the next day. It'll still signify that tech was there the next day, completing certain pack.

--- Tech time tracking ---

JAY

1:04:19 And the clocking in, is this tied to a time card or are they able to override this clocking in or clocking out and actually put in... time for their time card? So I don't know if that makes sense, but.

DAN

1:04:36 That's perfect.

JAY

1:04:37 Perfect.

DAN

1:04:39 Yeah. If you don't mind, I'll just, yeah, it really simple, right? The clock in and out activity has no bearing whatsoever on any labor that they want to charge to a job or that they want to report zero bearing, it's really to keep everybody honest and to give you guys visibility. So if you don't wanna use the clocking in and out, it is not necessary.

--- Access to information ---

DAN

1:05:00 So yeah, what they would do is on the mobile log their labor and you may already have like an expectation and I'm just gonna pull this back up, make it easier to walkthrough here. So you may already have an expectation for the different services on a job. What, how much labor will this take to complete that service or you may not and just have the tech log it when they get there.

--- Quote templates ---

DAN

1:05:21 So when I add a part, I'll just add some labor... and demo account. I've got tons of different types of labor in here, but you'd have your different categories of labor. And all I'm going to do is source it through myself. Actually, it's already done that for me right there.

--- Tech time tracking ---

DAN

1:05:42 So as soon as I add my labor and since I'm not clocked into this, it's acting a little bit funky, but basically they would just log their labor time like that and it would come through on the office. So when you're invoicing these labor items would be sourced to a technician. And so you'd be able to report on those however you'd like to do at that point.

JAY

1:06:01 So everywhere that I see labor, is that going to tie to a weekly time card for that individual?

DAN

1:06:11 So, it can, they can get a weekly overview of their time and take a look at, hey here's what I reported day by day. I need to make an adjustment or whatever they need to do before submitting it... there's also the technician scorecard where they could take a look at an overview here or you can just run that report manually?

JAY

1:06:32 So as a scorecard... their weekly time card?

DAN

1:06:38 No, he time card would be a little bit different. It's really just a module that automates the, a report that's available in service trade regardless, but it just automates it and makes it easy for the tech review on their side before submitting it to the office. So it just pulls up. Hey, here are the jobs that I completed this week and here's, the labor I assigned to them.

JAY

1:06:56 That's for them to look at, their stuff. Okay? And then your system will pull up like a sort of a payroll. We call it a payroll transfer report. So it basically pulls up every technician and every work order number that technician was on with their time. And then we send that report to our payroll department.

DAN

1:07:21 That's right? We could produce a report like that.

JAY

1:07:27 Yeah, that works. So, as far as the hours that they are, do you have a separate line for technician hours and billing hours in that when you were putting in hours like based on your labor rate, you're like let me pick this labor rate. And then you're gonna put in, you know, four hours for that piece of equipment, but I wanna charge the customer six.

DAN

1:07:51 Absolutely. So job would have four hours on the invoice. I'm just gonna charge six, go ahead and adjust that. Dan's record is still going to reflect that he charged six hours or four hours to that work order. Your, all your all you're doing is changing the invoice.

--- Tech time tracking ends ---

JAY

1:08:13 Right. So that was on that one box. You were just on.

DAN

1:08:20 That's correct?

JAY

1:08:21 How is it different? Like, so, how do you see... is four hours compared to the sixth? I didn't see that. Can you go back to that?

DAN

1:08:33 Absolutely. So on the maintenance job here. So on the work order, right?

--- Tech time tracking ---

DAN

1:08:38 So, the job is one thing and it's completed and you'll see here the labor that was added by technicians and their name will print up right here... here's. The two hours on that first service. Now, the invoice that I've created, I've adjusted that two hours to be six.

--- Quote templates ---

JAY

1:09:01 So, you're manually going in and changing it when you're creating the invoice.

DAN

1:09:09 That's correct? So, when you create an invoice, from this job, you'll review everything that the, and I'm just gonna create another one here, everything the technicians added, right? You can make.

JAY

1:09:20 I already put technician already did his hours, put them in there.

--- Invoicing ---

JAY

1:09:25 Now, we're going to create the invoice. And now we're going to be able to go through and adjust what we want after that.

DAN

1:09:30 That's right? And that does not impact what the job is gonna say on it. It'll still, the invoice will be related to the job, all that good stuff.

--- Tech time tracking ---

DAN

1:09:37 But you'll be able to see that Dan logged six hours. We're charging for eight, and it also record who made those adjustments. So on and so forth.

JAY

1:09:46 For...

DAN

1:09:46 History here.

JAY

1:09:48 Okay.

DAN

1:09:50 But I'm gonna send this out to you. I might have actually already done it, but just gonna double check it in front of you.

--- *Invoicing* ---

DAN

1:09:55 So the good thing about invoicing with service trade and so, you can also just push this information to a report and have you guys continue to do it the way you're doing it in coins. But the good thing about invoicing in service trade, the service details are gonna show up and we've outlined each service, what was completed on the invoice.

--- *Customer engagement (quoting and invoicing)* ---

DAN

1:10:14 You can make this minimize a little bit if you'd like to grand total versus price per service, however you'd like to present that a lot of different options. But the service details tab here as well as the pay now really easy for the customer to see what they're paying for here's. The timeline of our service. We completed these services... a summary with any parts labor use per service. And I know I'm moving quick here, but I did.

JAY

1:10:44 Fine. That's fine. Yeah, moving quick. I like that.

DAN

1:10:52 This is also going to show if they've got things like deficiencies or attachments, which for some whatever reason I toggle it off previously, but I'm gonna resend it out with those available.

--- *Customer engagement (quoting and invoicing) ends* ---

DAN

1:11:05 And you mentioned you like that, what was what stands out to you there as far as the job summary goes?

JAY

1:11:09 Just, you know, just a lot of information and clarity, just something we're not doing but a lot of information at the customer's fingertips.

DAN

1:11:26 How do you think? Do you see that as being a benefit... to your process at all? Or?

JAY

1:11:33 I think so. I mean, I think, you know, for potential growth and different client tell would probably appreciate some of that.

DAN

1:11:42 Okay.

JAY

1:11:43 Yeah. You know, we're pretty basic. So... you know, this just might, you know, bring it up another level?

DAN

1:11:54 Excellent. Do you think that would translate to possibly creating more of those favorite customers?

JAY

1:12:00 I think so. I mean, I think if they're not having the call here looking for information that we don't necessarily give them at first hand right away. And we'll get back to you and then, you know, we don't sometimes get back to them like it's information that's pretty, you know, pretty spelled out.

--- *Customer engagement* ---

JAY

1:12:17 And I probably could the benefit and sort of like the visual as well. Like, wow, I really, I could appreciate how I'm receiving this information or this invoice.

DAN

1:12:34 Excellent. Yeah. I mean for us, the customer communication portion is what a lot of, our research development goes into. I mean, you know, companies like Amazon for example, who've just made it really simple to buy from them, get, the one click by, right?

JAY

1:12:48 So...

DAN

1:12:48 That's kind of, the thought process here, right? The, the one click approval, the sharing of information, the updates of when the text on the way, right? I mean, I order something from Amazon and they send me your emails, you know, as it shows up on my doorstep and it's really nice. Honestly, I don't even turn them off. I kinda like mine.

JAY

1:13:05 Stuff.

DAN

1:13:05 Gets left out there and I get a picture of it on the doorstep confirming it actually was delivered, know, what package looked for in the mail room, if I'm going to the mail room, that kind of thing. So, all those little conveniences. Honestly, obviously, we know Amazon's growth, but we've been able to help commercial contractors provide those same conveniences and also fuel their growth with the customer communication and building trust that way.

--- *Quote templates* ---

JAY

1:13:32 Yeah. I like it. I noticed though, you know, for your type of platform that we would have to pre populate a lot of, I don't know if I'm calling it the right thing, but tasks, or work because I saw like you have like a lot of your hvac type stuff like clicking on a compressor. I'm clicking on this. So it seems like we would have to develop a lot of the choices for our technicians to click on. Is there an ability for the technician to create the new one that we didn't develop yet?

DAN

1:14:13 Absolutely. And so, you said there's a lot that you'd have to create for them to click on?

--- *Type of work* ---

JAY

1:14:23 I think as you were, well, maybe we could simplify it but... you seem to have to be able to click on like we have like, so our plumbing service department is drink say drain cleaning. So he may have to go in there and go. Now, I did a main line stoppage. And then under main line stoppage would maybe have a brief description of what the typical main line stoppage consist of, right? And then maybe he can see that. Yeah, I kinda did that work but actually it doesn't fit for the job I was actually working on and I don't want to maybe have 10 or 15 different types of mainline stoppages.

--- Parts management (inventory) ---

JAY

1:15:05 Was it a main line stoppage on a four inch? Was it a main line on a six? Was it a main line in the building, in the parking structure, in the outside, in the planterand? So I don't know if I want all those types of descriptions. Can I have the ability where it's like this was a main line stoppage, a very brief description, and then allow them to enter in a description that basically just really just kind of pin points to the exact work that they did at that facility, but not necessarily just like I have all these options to pick and choose from because that's where we feel, we went wrong with when there's just too much information and too many descriptions and too many things that the guys are like, they're just picking anything and then it's not even relating to the world work that they did.

--- Quote templates ---

DAN

1:15:55 I know what you mean? I know what you mean? Yeah. So I mean they can create it from scratch if they want to. They can just say add service to the job, create completely from scratch or if you want to have 12 standard services that are very simple and make a lot of sense available to them, then they can pick those and then edit the description.

--- Deficiencies ---

DAN

1:16:14 They can also add job comment. They can add job service description. So on the mobile app, when they're completing a service, they can add attachments, notes, videos directly to that service describing what may have been different about that service today or what they found anything specific to the service.

--- Deficiencies ends ---

DAN

1:16:33 So you're definitely not locked into those templates. Templates are only there for when they make sense to be honest when it makes sense, to, you know, pre populate something otherwise, hey, forget about it, you.

JAY

1:16:46 So you don't have to use them. Okay. Good. Okay.

DAN

1:16:53 Well, Jay, overall, sounds like some things landed well with and there are some benefits, that you see here. What, what are your, what's your outlook on this as far as continuing the conversation with ServiceTrade?

--- Type of work ---

JAY

1:17:06 Yeah, I definitely wanna, you know, pursue this and kinda just maybe if you have a reference that would probably help out too because I feel like we could talk to someone and so how that maybe on the plumbing service side maybe not the hvac side... that we could maybe even talk to them about a little bit.

--- Purchase decision ---

JAY

1:17:30 I really liked the demo. I think you guys hit all the things that we sorta need. So, I definitely wanna move forward with the process. I wanna know what you're obviously your pricing, how we do that. And if there's like another demo down the road. So what I'm gonna have to do is probably put you in front of potentially one of our parent company executives and just, you can speed through, you don't have to do the demo, you know, myself and I need to know like the demo like what's going on but overall, they're gonna be glazed over and anyway, they're just gonna wanna see like this has this capability and boom me just kinda rattle through everything in maybe 20 minutes. We're probably gonna have to do that demo down the road.

--- Purchase decision ends ---

DAN

1:18:27 Okay.

JAY

1:18:28 Yeah.

DAN

1:18:30 Good. And as far as a reference, I can look into that for you for sure. Got plenty to choose from. So I can follow up with you on that. What I pulled up on the screen here, Jay is and hopefully this will be helpful for Ivan.

--- Purchase decision ---

DAN

1:18:46 But basically, this is a workspace. I've started to fill out several things as we were meeting today. I'm gonna update it a bit more with, you know, notes from our conversation, but it's designed to help us communicate and help you all share information internally and kinda take a look at, hey here's, what we reviewed here's.

--- Purchase decision ends ---

DAN

1:19:03 What we're doing next. Keep everybody on the same page. So I'll share it with you here. Shortly. Sounds like Ivan will want to discuss this with you and take a look at the demo possibly which I will update here and add the recording link. Once that is hit my inbox. There's. Also, some resources here, the, for your customers page, like we talked about communication and such. But I won't keep rambling on. Does this look like it'd be helpful as far as your 10? Yeah.

JAY

1:19:32 Definitely. I don't think there was a thing we covered, but we can get through that portion another time.

--- Invoicing ---

JAY

1:19:38 How are we gonna transfer everything over to accounting? Is that, what does that look like? And as far as, you know, so we, we're gonna invoice out of service trade. And... now we're gonna probably receive money for this work order, but how are we tying this into our accounting?

--- Accounting integrations ---

DAN

1:20:04 Yeah. How would you like that to work?

JAY

1:20:06 I guess a CSV file that could probably just, you know, we could send I guess weekly over to our parent company who is handling the accounting portion in coins which I know you guys don't probably have a link to, they're not gonna communicate, but.

--- Accounting integrations ends ---

DAN

1:20:25 Yeah, we got some options for that. It would be if you're sending that information over to the parent company, then the easiest way would be to figure out what info you needed on it and show you all how to rake that report at the end of the week that had everything necessary for.

--- Invoicing ---

JAY

1:20:41 Okay. How do we avoid? How do we avoid? So if we're gonna invoice... are we gonna want to receive the check or the payment and market and service trade? So that our records are up to date accurately? Because right now we are not receiving the checks. They go to our corporate office. Our accounting department takes a week or two to log check in into the database that then marks that work order paid. So there is sometimes that could go longer than two weeks and we could be looking at a customer was like, wow, this guy hasn't paid. Let's not work for him or give him priority, but he has paid. So like that's what we want to avoid. We, we wanna have service trade have the information piece immediately. I don't care when they deposit it. And I don't care when they market in their accounting system, but I need service trade to be accurate.

DAN

1:21:48 Yes, sir. I mean, you're thinking about it the way we do, right? All the customer service data right there at the touch of finger and updated. So, when, if you're sending invoices through service trade and getting paid through service trade, which it sounds like that, that's what you'd like to do. And that's what I would recommend. It will update it in your system. If you're receiving a check, you just market and service trade... and carry on.

JAY

1:22:12 Okay. And then, is there an Ar, piece in service trade that like a Van will click on and see, you know, those that we have invoice, but that is showing, you know, 30 60 90 as it is. There gonna be that piece?

DAN

1:22:29 Similar to the quotes dashboard deficiencies dashboard, you'd have the invoices, all that you sent out, and you're talking about 30 90 like net 30 I'm guessing.

--- *Invoicing ends* ---

DAN

1:22:39 And yeah, they do date, right? And run different filters to find what you're looking for overdue that kind of thing, but get full visibility on all of, the sent invoices as well.

JAY

1:22:51 Okay. All right. I think we're good. I think just, you know, ban and I probably figure out, you know, maybe there's other things we might wanna see or just kinda see how that's done again. But it was a good demo. So I liked it.

--- *Pricing* ---

DAN

1:23:10 Excellent. Well, Jay, as far, as pricing goes, confirming, you have eight looks like lead technicians, and then three to four, right? Along occasionally apprentices type workers.

JAY

1:23:25 Seven right now, it's seven technicians and the ride along.

DAN

1:23:37 Okay.

JAY

1:23:42 Is in here. Hold on a minute.

JAY

1:23:49 Okay. Yeah, that was accurate.

DAN

1:23:52 Okay. So yeah, you've been looking at around and I'm a ballpark in here but around 14,000 annually for those users. And that's if you wanted to have the right along the capability as well. And now they can have a decreased user license. So we could talk about that a little bit more since they're they probably wouldn't need to access as much on there. We, we can add them as a helper. So you're essentially just giving them schedule and time or they could be a full user. So looking at 14 to 16 K, there annually onboarding charges typically for account your size around 3,500 to five K. So we're looking at first year around 20,000 dollars.

--- Implementation and ongoing support ---

DAN

1:24:32 And every year after that, 14 to 16,000 recurring. So for onboarding, we would have you guys implemented. We'd expect you to be running jobs within 60 days of signing or starting implementation. So the way that looks typically when you sign up service trade has kind of a I don't call it a waiting period, but we've got a limited amount of project managers to implement. And so once those slots fill up, the next one gets bumped out to, you know, the availability to start. And so typically, it's three to four weeks after you sign up that you actually start your subscription the first or the fifteenth of the month. And then from there, you'd be looking at 60 days or less to be running jobs in service trade. And we expect you to be fully live under 90 days. And so I wanted to give you that information today, but obviously we can follow up and chat through that a bit more. And I can put a proposal together for you.

JAY

1:25:32 Yeah, I definitely like to see the proposal.

--- Pricing ---

JAY

1:25:34 So I'm writing notes and kind of putting it on here. And just to make sure I got it right, is basically, the numbers doesn't have to be exact, but around 20 K for onboarding. And is that the first year and then about 416 for every year after?

DAN

1:25:51 That's right? Yeah. So the 20 K is onboarding and the annual subscription. So it's just the one charge it's not 20 K for onboarding. And then 16 as well. That first.

JAY

1:26:02 So then what threshold or how does it work? You know, obviously, our we're working for growth. So maybe we add a technician, you know, every six months or even a year, every year. We just add a technician or two. What is pricing look like? Because it basically worked out to about 116 dollars per technician at the 14,000. So, is there a threshold of hey after 15 or after 20 employees, your rate drops or like how, what are we looking at there? Or is it just standard across the board? It's 116 average Ly per technician?

--- Recurring maintenance ---

DAN

1:26:47 Yeah. I mean when you get up to up there in the hundreds of text then in that conversation?

JAY

1:26:54 I...

DAN

1:26:55 I think, some doors might open but we don't have like set rules for those conversations either. So yeah, it would just be, the monthly charge which is an annual billing cycle.

--- Pricing ---

DAN

1:27:07 But yeah, when you let's say six months from now, you add three texts, if they're lead technicians. What it actually would be is one 39 per month per tech. So we prorate that for the remainder of your subscription. And I think, your map was good there. The 116 because what I did as far as the ballpark is three of those texts I've got at a 708 per year rate as helper text. So we can talk a little bit more about that and what the helper tech might need access to and whether it would be sufficient, but that's probably what we're kinda averaged out to that 116.

JAY

1:27:42 Okay. But in general, it's about one 39 per tech.

DAN

1:27:46 That's correct?

--- Purchase decision ---

JAY

1:27:47 Okay. All right. Yeah. Send me that e-mail so so that I can run this side by side, and then, you know, we'll definitely be reaching out to you. We do ask that you give us time. It took a while for us to get, you know, this demo and this going, it's gonna take us time to, you know, this isn't a major priority, but, you know, we still have a lot of other business on our daily every day. So we're just taking a really slow approach. We're not desperate for our software right now, but we know that we have to make a change. So we aren't moving fast on it and I know you're gonna want to follow up and I know Katie, you're gonna wanna know where we stand. I can tell you this is probably two months down the road before we're even, you know, probably reaching out and then saying, hey, we're ready for our demo, with our corporate office, and I'll lay out what they're looking for and talk about pricing. And our CFO is gonna be a part of it is gonna wanna know every dollar. So... you know, they just wanna make sure that we're making the right decision and that we're picking a software that the, it's an alignment to what we're trying to achieve here. Just wanna make sure that I'm not buying or being hooked into something that they don't agree with. So, but.

DAN

1:29:14 It's...

JAY

1:29:14 Gonna be it's gonna be at least a couple of months.

DAN

1:29:18 Okay. So, I mean, it sounds like you've got a good idea of what the process to reach a decision looks like and it's really a matter of coordinating those steps.

JAY

1:29:29 Yeah. I think what we're gonna do is like I was telling you like with BuildOps and I say, I don't remember what their quote was. It was so two months ago that we saw that demo, I don't even really remember all of it anymore. I don't remember what their cost was. Just as I won't remember this one in a couple of months probably as well. But once I have your information and their information, and hopefully not a third one, I will have all my stuff together and then it'll be probably in one, you know, two week time period where I'm just gonna, we're just gonna hit everybody and just get all of our information and really just make our decision based after that.

DAN

1:30:10 Okay. And do you feel like, I mean, you pointed out a good and I appreciate you being transparent with me right? Pointing out something that right? It's been two months since you looked at BuildOps. So you're probably going to have to circle the wagon a little bit there, to track down what you need from my experience, a lot of times when we do let things draw out like that, it does become a lot more complicated. And so I don't know if you feel like we could set a goal of getting this done by the end of September and I could sort of help you formulate a plan with steps that we could, you know, accomplish between then and hey, if we fall off track and need to push out a little bit more, that's fine too, but just...

JAY

1:30:52 I don't see it going too long. I know, you know, we hit a really busy sport right after that first demo and it was like, you know, we just can't you know, click off what, we have to do daily to start going through demos, but I don't know if it'll go that long, but I just wanted you to give, you know, just an idea that, you know, like we don't want to waste our time and, you know, this was an hour's time or longer.

--- Purchase decision ends ---

JAY

1:31:15 And then we did at 20 30 minutes with Katie before we're not interested in doing, you know, demos and pretend we're working here. So, we definitely are in the process of figuring this out but, you know, on, and I have been down this path before where we've chosen software and, you know, we paid, you know, like 10 grand or 20 grand for, you know, we did it with Sage, we did it with accounting stuff and we just didn't like it.

--- Purchase decision ---

JAY

1:31:42 And then like, you know, at the end of the day, we don't wanna make that mistake again. So we're sort of really just kinda gonna discuss it and figure it out, and maybe dive a little bit deeper, and we'll reach out to you for sure but we won't let it go too long.

DAN

1:32:00 Okay. Yeah. And I'm not here to pressure at all, right? I appreciate you saying it again. Just I like to sort of set a time when we're gonna talk again so that I'm not reaching out at a random time and being that guy, you know, if there's anything worse than being chased by a salesperson, it's being the one doing the chasing. So...

JAY

1:32:17 All right. So today is the eighth... I would say let's just call it September first... and then, that gives us a goal like an, and I to kinda go through both and kinda put our stuff together and try to see if we can just nail down between two and mix in a third and complicate this. So I'll reach out to our corporate office and say, look, we have two really good candidates and really want to pursue these two and move on from there. And if they're okay with that, I think by September first, we'll probably be able to lock this in.

DAN

1:32:56 Okay. Well, Jay, I'll put together a proposal for you, add it to your workspace here.

--- Purchase decision ends ---

DAN

1:33:02 I'm also going to add yourself and Evan to the workspace. You can actually add folks to this as well or just send me over their e-mail and I'll do them in. You can drop me comments here. E-mail me. Call me right? If you need additional information, I'm your resource to get it. So, feel free to follow up with me or Katie. I might ping you one time in between now and September first, but we'll plan on a

September first follow up and I'll probably reach out a little bit ahead of that to see if we should set a time for around that date or we gotta go from there.

JAY

1:33:37 All right. Sounds good. In the meantime, if you can shoot over like a reference that we could talk to and just really talk shop. Sometimes, that sometimes helps out.

DAN

1:33:48 Absolutely. Thanks for reminding me. I had it written down on my notes, but I'm gonna add it to our steps here. So I'll provide a customer reference as well. Give me if you don't mind at least till the end of the week, but I will be in touch as soon as possible with the reference for you.

JAY

1:34:04 All right. Sounds good.

DAN

1:34:06 Yeah, thanks a lot. Jay. One last thing you mentioned you had two good candidates and you didn't remember much about build up, but what stood out to you, as, your favorite thing about what you saw today?

JAY

1:34:17 I mean, I just the ease in the functionality of it. It just looks like we won't have to do a lot of back office training like we'll pick it up relatively quick. It was a little intuitive. It just seems like you can search for what you're looking for because the information is basically already on the page. So... you know, if you saw our setup now, you'd be highly disappointed in it and, you know, it's like coins is great for a major corporate, you know, big outfit. So, our parent company, Murray company does. I don't know like 800,000,000 a year in new Construction.

--- *Type of work* ---

JAY

1:34:56 So they're a big outfit with big projects. That software doesn't relate to small division as myself and I'm forced to use their software. So we're trying to fit into this and it's just not meant for this. It does a lot of great stuff, but it's on the big end but it's not meant to move efficiently.

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

JAY

1:35:19 It's not meant to move fast. It's not meant to move without a ton of training. You know, I feel like you need, a degree in the software to operate it. So it's really holding us back. Our parent company realizes this. But yours and BuildOps. I hate, you know, look, I'm just honest there, you guys have all build them with the contractor in like to make it easy to not make us have to figure out how to do things at don't wanna do hours and hours of training. And I don't you know, so, you know, you're both working in that fashion. Now. We just kinda have to like kinda just see like, hey, which one is better? Which one has makes more sense for our business model. So, and that comes with the financial piece as well as the functionality of what you guys have.

--- Pricing ---

JAY

1:36:10 So, you know, we're not gonna always base everything on financial because if I gotta pay 15 dollars more a month or whatever it is per tech that's insignificant if this product is doing a much different or better, you know, efficiency or ease in the back office. So our decision is not going to be based on money.

--- Customer engagement ---

DAN

1:36:35 Excellent. Well, I mean a good software should make your money. And I think that definitely with the pull-through we've identified in an area that it can absolutely help generate and capitalize the more revenue from that. So, looking forward to covering any more details with you as you work to a decision.

--- Customer engagement ends ---

DAN

1:36:50 But hey, it was great. I appreciate your time today and I know you've got work to do so we'll keep you.

JAY

1:36:56 Right. Awesome. All right. Thank you.

KATIE

1:36:58 Thanks guys. Bye bye.

The End