



Dynamic Systems and ServiceTrade

Re: 2022 MCAA Converge

Matt Hetrick with Dynamic Systems, Inc.
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Transcript

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MATT

0:00 Hi, there.

ALEX

0:02 Is it going?

MATT

0:03 Going well, how are you?

ALEX

0:05 All right.

MATT

0:07 Alex catalyst though. I'm guessing here, Dynamic systems.

ALEX

0:12 Yes, sir.

MATT

0:13 Okay. Very good. Are we expecting more from your side, you know?

ALEX

0:19 Yes, we're expecting Rick at least and maybe one other.

MATT

0:25 Okay.

ALEX

0:28 What's your name?

MATT

0:29 My name is Matt hetrick?

ALEX

0:31 Matt. Alright?

MATT

0:36 Sunday, yeah, we got a couple file name in here too. So, once we have everybody and we'll go ahead and do official introduction. So everybody is got one and others names and roles and all that fun stuff.

ALEX

0:50 Alright... I'm driving right now, so, I'm a little distracted but I'll... is involved as I can be.

MATT

1:02 Will be safe. I hope you're buckled up.

ALEX

1:05 Yeah.

MATT

1:09 So, it looks like we've got Rick in here as well. Good.

TIM

1:12 Hi, I'm...

MATT

1:12 Rick.

RICK

1:13 Hello... can you guys hear me?

MATT

1:18 Yes.

RICK

1:19 Okay, good serve names.

MATT

1:21 Okay.

RICK

1:24 Okay.

MATT

1:26 Yeah. You got Alex in here. We got Rick and Alex mentioned that you might be waiting on one other person. Do you know if you get an...

RICK

1:34 No, I was gonna have, I was gonna have will McManus join, but I didn't have to get a hold of will all day. But if you guys are recording this meeting with you can always send me a copy of the recording and I can send it to, I mean, in Canada, listen in and his own.

MATT

1:55 Yeah, absolutely. Well, I appreciate you guys joining us here. Really. The purpose of this call is, you know, we kinda wanna make introductions. You know, we want to learn a little bit more about you guys, you know, that way we can make the most of your time, you know, at converge when we meet in a couple of weeks here. And then of course, we want to be able to set expectations from our team in terms of what you guys can expect in our time at Arlington. So, for starters, my name is Matt hetrick, I am the field rep for Texas here at service trade, and I'm a company by our VP of sales, Tim spank the gentleman, and the last is there?

TIM

2:43 I know you can see me, Alex, but good to meet you guys.

RICK

2:47 Yeah.

TIM

2:49 Yeah. And like Matt said, he's gonna run the show today. I'm actually just got into my hotel room course. I'm on the road but, so, but yeah, we're like is that we've you know, for all the things back converge make sure that would during our 45 minutes to speed dating, is they're calling it? Yeah, we just get a good understanding of your business and kind of what your expectations are.

MATT

3:11 Yeah.

RICK

3:11 Okay.

MATT

3:12 And of course, we got Dan or reset here. He's one of our strategic account managers, so that's it from the service trade side. And then for you guys, Rick, let's start with you. What is your role over at Dynamic?

RICK

3:28 System. So I handle preconstruction in the Dallas Fort Worth area basic, but the north Texas area and that encompasses the logic area as well. And when I say perky preconstruction is largely the Construction side of our business, which is, you know, the largest portion of our business and that encompasses everything from business development to budgeting, estimating, an engineering kind of that whole umbrella. It's basically the on in of our business. Typically, my group will start working on projects depending on what level were brought on newsletter, nasty, not on the job and work with, they either CEL, more all her design team, you know, all the way through the design process until we get into Construction and then use that. We stay involved until, you know, we're confident that the operations team, you know... is under full control. And so that's really what I'm doing. I'm not sure.

MATT

4:35 Okay. Well, that's quite a nutshell that's quite a bit that you're taking on there. So that's awesome. Well, it's very nice to meet you. I'm in Alex. If you can still hear us, we'd love to know what have you were over at Dynamic systems?

ALEX

4:51 So, I'm the manager of service and special projects in Dallas... just over our Dallas branch. And I kinda run high level over or a service depart man and then estimate and pick up special projects whenever they cross by cross my desk?

--- *Type of work* ---

MATT

5:13 Awesome. So just curious because service and special projects you guys may know is our wheelhouse that's what we're focused on. What are you guys classifying as a special project? How do you kinda draw that line between that? And, you know, something that's Construction? I see Rick smirking. I'm guessing that.

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

RICK

5:34 Yeah, that can, that's a real gray area and it's you know, there's you know, initially I think special project started out is, you know, like performance contracting type stuff like maybe change a nutshell, we're out over a weekend or stuff like that. And then it's is kind of morphed into something much larger than that.

--- *Type of work* ---

RICK

5:55 And in sometimes the projects then Alex runs or significant really borderline significant Construction projects in their no magic number really. So to speak, it, we would differentiate between, you know, our Construction group and special projects group. Alex is doing, you know, industrial type projects that, you know, for like Texas instruments or whatever that can be up to, you know, two, three, four or five main bugs. So someone more significant but there's no real right answer that question. Alex, you got anything to add to that?

--- Type of work ends ---

ALEX

6:38 Well, you hit the nail on the head. I've struggled to define it and the definition has changed over the years and change from project to project. Yeah, I just do the really hard stuff that the Construction guys don't want anything to do.

RICK

6:55 And that's a good answer out like, you know, these, right? This, he sees right? To some degree and not some of these jobs that, you know, Alex takes on, you know, the attention to detail is much greater than it would be on like a say a Greenfield project. You know what I mean? Would this just under new Construction? Because typically the type work he's doing, the news, happy is off is happening around an operating facility, have some time. We're interruptions and shut down or, you know, you just can't do, you know, so the level of detail and preplanning, usually on the time jobs and Alex is doing is another is not shop, right? So, and he's right there more difficult when you get right down to it. So.

MATT

7:45 Well.

DAN

7:46 Hello? Hey, Alex and Rick, I'm sorry. Hey, this is Dan and my apologies. I didn't introduce myself. I'm on the road as well, trying to earn some of those frequent flyer Miles. So, hello to you guys. Yeah. And you're right? That line does get blur between special projects and Construction as you mentioned, right?

--- Type of work ---

DAN

8:04 So that self perform work that retrofit installations that maybe last, you know, the six months and what you said, as you mentioned, it's you know, a lot of times it does kind of more if I were in the Construction site works four or five, 6,000,000 bucks to where, you know, where does that line stop, right?

--- Type of work ends ---

DAN

8:22 So, no, I appreciate the context for that and I will be a converged. So I look for, are you both going to be there as well?

RICK

8:30 Yes, yes, I'm sorry, I inhaled ice fees. Yes, yes.

DAN

8:37 Little bit of that text mix for lunch.

ALEX

8:42 Yeah, yeah, yeah. So we're both scheduled to be there. So I'll talk while Rick's choking over there, Rick, somebody.

DAN

8:52 Right. Yeah. Got it.

RICK

8:55 Was...

DAN

8:56 Each one of these?

RICK

8:56 Little three job probably had them before and I feel...

TIM

9:00 That's just solve that. But that.

RICK

9:01 Yeah.

DAN

9:04 Right. Yes.

MATT

9:05 Cool. Well, we'll definitely want to be talking more about the project stuff because that's one of our favorite questions. Ask customers. They're in there. They're in the same boat. Lot of them try to define it and they try and draw a line in the dollar value, but it's not that simple. It comes down to, you know, sub contracting, the length of the term of the project, managing the schedule and all that, yeah, we'll definitely, we'll dive deeper into that, but I figured I'd ask if you guys it's solve this mystery that other people are trying to figure out... one of the other places that we really wanted to start as we know converge.

--- Purchase decision ---

MATT

9:39 You guys have a lot of options for different vendors to spend your time with. And we made that list. So we would just love to hear a little bit more about why you guys decided to spend some time learning about service trade.

--- Type of work ---

RICK

9:56 Alex, do you wanna take that one or?

ALEX

9:59 So, service trade is my understanding is... software for tax to, I guess to kind of integrate the tax on service jobs, you know... quick jobs at those guys would do... and disseminate information, gathering information to them that's correct?

MATT

10:24 Yeah. So we, yeah, we work exclusively with commercial service contractors and it's anything from your...

DAN

10:32 Work.

MATT

10:32 Like your PMS to reactive work like your service calls, and then all the way through to your small projects, you know, the jobs that aren't quite a one and done, maybe it's less than a few weeks to a few months, got a budget. You've got phases, your corporate coordinating multiple technicians, multiple appointments. And another really big area of expertise for us is quoting out for that pull through work. So repairs and stuff that you're finding while you're guys are in the view that's our.

ALEX

11:03 Okay. So we're currently in Dallas. I can only speak for the Dallas branch. Were using a stop gap program right now. Our residential style. It's called HouseCall and it does some of that stuff. We're primarily using it as a scheduling tool when something that we can upload photo and send the projects out to the texts. So I won't get three or four a day. So we use that to kinda keep everybody straight. But as a company, we're about a year into...

--- Accounting integrations ---

ALEX

11:42 Build up. So we've started down the road with them and those decisions are made in Austin over my head. But we're working to get those, that program integrated into vista which is our accounting software.

ALEX

12:06 So I don't have, I don't have my hands on the program yet, but... it's supposed to be coming is what I've been told for a long time.

--- Accounting integrations ends ---

MATT

12:16 Okay.

RICK

12:16 Yeah. I guess guys keep in mind that, you know, in terms of doing true service work, Alex is kinda Trenton new water up here, Alex in Dwayne Morris, he, you'll probably met at MSC a few weeks ago. You know, our service department in Austin for years for the past 30 years is largely been... ace special projects last startup services for our company for Construction reviews when you get right down to and I don't know that I don't know enough.

--- *Type of work* ---

MATT

12:56 I don't...

RICK

12:56 Know that in Austin, what I would call through service like what Alex into wine or doing up here where they're selling maintenance contracts to, you know, various companies around town. I'm not sure we got, you know, we're not up to par with what you guys, a lot of large commercial contractor service contract with you probably call. We're just not in we're trying to grow that side of our business. And I don't think Alex is going to be one of the pioneers, you know, in the future.

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

RICK

13:29 So, you know, a lot of this stuff. Yeah, we're just learning ourselves, you know, and the software side I can't even is making any of it. I know we're that's one of the reasons will make man if somebody's converge, you'll be a good talk to you guys about where we are from a Construction technology standpoint across the whole perspective from Construction through all the way through surveys, build everything. That's why. I think it's critical that, you know, either, I wish you had been on the call today, but I hadn't been outreach morning, so.

MATT

14:04 You said we'll is more on the Construction side of thing.

RICK

14:07 Well, he handles will, is the head of our Construction technology group and there are so many things that fall under that umbrella.

--- *Accounting integrations* ---

RICK

14:18 It's more, it's everything from Bill to, you know, to rabbit stratus, to this to which Alex talked about which is operational software. We've got some preconstruction softwares that we use. And then the service side of what we're doing

a visually, he will be part of that decision on how to integrate that part of the business into the overall picture.

--- Accounting integrations ends ---

RICK

14:47 So, but some of this stuff, you know, like I said, from a true service standpoint, and we're just now starting to be honest. So when you say that's the case, Alex?

ALEX

15:01 Yeah, it's been a roller coaster three years. It's just trying to keep our hands around it as a it's taken off and the other branches are following suit and we don't have a roadmap where we're going. We're like Rick said, we're learning as we go and we'll try some stuff and realize how grossly unprepared we were.

MATT

15:26 That's the best way to learn. You just got a failure way.

TIM

15:29 Yeah, yeah, I'm...

ALEX

15:29 Looking at looking at the stuff we were doing with pens and paper two years ago, it's amazing that we even got this far but... you know, we're learning about the tools and how to make it easier and how to maintain control. Is work increases and cruise get larger. So, those are the things that we're still learning as a company.

MATT

15:51 Would you say that the growth is being pioneer pioneered at the Dallas office of Dynamic systems? And I say group meaning the service growth?

ALEX

16:02 It is... we've just had that look. We've had a little bit longer to put effort into it. We've hired more people to drive that growth... and we just kind of jumped out in front of the, some of the other branches because of that. And as the company is saying and what it could be there, they're trying to squarely other branches along that, to get moving. So.

TIM

16:36 Yeah.

ALEX

16:36 Where we're at right now?

MATT

16:38 That's good. And it's better late than never honestly because a lot of our customers start out the same boat. You know, they're focused heavily on Construction. They'll create a little baby service department, realize at the margins are a lot higher. And then as they start to grow that it's kind of like one hand washes the other. Because the other good thing about services, it's recession proof. And I'm sure you guys...

RICK

17:00 It's...

MATT

17:00 Trend with the autonomy that growing that wouldn't be a priority because when you start to slow down, we've had some customers where that's the only thing to keep them a flow going hard time. So.

RICK

17:12 Yeah. The problem is we're not even close to being in a hard time right now. So... you know, I'll tell you from a Construction standpoint in our backlog is insane. Right now. It's all the charts all the way through 2024. So, therefore the attention that our service groups should be, it, we're probably not getting home. So, I feel bad at times because I feel like Alex into wine or someone out on the island but they're doing a great job. So, you know, but it's you know, I'll just tell you. I don't think it's been near as much as a priority to us just because we're kind of overwhelmed in the Construction world right now.

MATT

18:00 Hello, I'm curious. Did either you guys have 10 MCL, Texas in San Antonio, few months back?

RICK

18:05 I was there yep.

MATT

18:07 You actually look familiar. I feel like I did see there. Did you get a chance to attend the session with the economist? Alan polio?

RICK

18:15 Yeah. Yeah.

MATT

18:17 So, one of the cool insights that I took away from those, he was saying that the rest of the world is gonna feel the pinch of the economy, you know, start to feel that recession around 2024 and it was actually got delay a year where it was about 20 to 25.

MATT

18:34 Mechanical contractors are gonna start feeling that page. And that's where he was saying, you know, now is the time to start preparing for that page and do things.

RICK

18:43 Yeah, sure.

MATT

18:44 Make myself a premium brand, make sure your customers love you. And he was unknowingly really talking about service being one of those weapons to help keep you guys nice and healthy when things start to get tough there. So.

--- Customer engagement ends ---

RICK

18:57 Right, right, right. For sure. No doubt. It's any data on, right? And we should be doing it, but, you know, I'm just don't you know, we were almost like drinking out of a fire hose right now.

MATT

19:10 Sure.

RICK

19:12 It's hard to, it's hard to do that, you know, it's easier said than done. You know what I mean?

MATT

19:17 What is the difference be? Do, you know struck primarily all you've ever known then services a, it's a new trip. Yeah. So, yeah, yeah, failure way through it, that's what we say.

DAN

19:28 Okay.

RICK

19:30 Right.

MATT

19:31 Tam, did you, I feel like you've been trying to say something. I apologize if I've been cut me off.

--- Type of work ---

TIM

19:35 No, I was just gonna say that I bet those margins on the service side are starting to go look a lot better than the Construction side has probably walk you there. Okay? We need to pay attention to service, but you mentioned that Matt, because that's usually what happens then again, like Matt said, you guys are no different than probably 90 percent of our customers. Yeah.

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

MATT

19:58 So, I guess would that being said, have you guys established any sort of growth goals for the service department, met you tracking KPI'S or anything like that?

RICK

20:10 Alex, I'll let you speak to that KPI... question?

ALEX

20:17 I've established growth goals that have been so conservative, right? We've exceeded them beyond... like I said, there's no roadmap for us... kinda hard to go. Not gonna competitors door and say, well, how much y'all, Megan, right? So we've kind have... I don't have revise costs? I mean, I've already years ahead of where I thought we would be at this point... but I mean, it's on the to do list, right? To revise all those, you know, we were able to get a lot of good info on this last MS CA conference that I think will allow those goals to get kinda dialed into something more realistic. You know, now, we got a couple of years of history behind us to understand what the potential of growth is that can be translated moving forward.

MATT

21:18 Lot of work out there to be had there.

RICK

21:22 Hello?

DAN

21:22 Hey, Alex. This is Dan. Quick question for you. Sounds like you're really leading the charge and spearheading the service business for your organization. And congratulations for that. Would you say that each location has latter to, you know, make their own decisions in terms of the survey, the software side of the house? Because it sounds like you're using today, says HouseCall and Dallas, but Austin is using or try and implement BuildOps within integration. It's the best. So is there a ton of me at the location level or is that a headquarter edict in terms of standardizing on the?

ALEX

22:06 So our branches are from a management standpoint, pretty self sufficient, but from a software standpoint, we are all marching towards the BuildOps... the one software because of the way it integrates into our accounting system, having five different methods would just be a nightmare for us. So, while every branches run by

different manager and we're all running separately, that aspect of it is under Wills umbrella.

DAN

22:44 God. So that will make manager who's in charge of the technology group if you will, as you mentioned.

ALEX

22:50 Yes.

DAN

22:50 Yep. Okay.

RICK

22:51 Yeah. I think he'll be a converged and you guys can have, you know, some of these level conversations. It would be best to answer some of those questions on the app, they know ultimately go would be to get all of the branches on the same page. I mean as what we try to do, you know, when every other facet of our business, you know, wondering some consistency between branches. So on our managing user, supporting work and whatnot. So, you know, I'm sure that's going to be the ultimately go some point.

DAN

23:24 Got it. Thank you for that.

DAN

23:30 So they, so.

MATT

23:31 They've started out a BuildOps about a year ago. They're doing then Austin and they just haven't rolled it out to you guys. Yeah, have you been given a timeline as to when you available to get your hands on it and start seeing how it works for your service department?

ALEX

23:45 I'm hoping by the end of the year, we've already rolled it out at some of our smaller branches like Houston in San Antonio, and they've been using those as test areas to flush out issues as it relates to integration into our accounting software. So Dallas is the largest. So worst hopefully supposed to get it by the end of the year... at which point, hopefully all the folks are rolled out because once we get our hands on it, better be firing on all cylinders. We're going to be in trouble.

MATT

24:21 Yeah, absolutely. Okay. So in terms of our time at converge, so you're definitely interested in a better way of managing your service department then house called

pro, which is no surprise because that is a very basic residential platform, but it sounds like you've got a solution that should be coming down the Pike you guys soon hopefully by the end of the year. Is that right?

--- Accounting integrations ---

RICK

24:52 That's what it sounds like... but, you know, I, you know, I guess what we can do it or are Tommy converges kinda locked and take a look at your capabilities. And let me ask you, this is Tim y'all, integrate into some different platforms like, you know what Alex is saying? BuildOps, integration string into this to do y'all, add those kinds of capabilities with certain platforms?

MATT

25:21 Yeah, we do, so service trade as an open API, which means that we can integrate into pretty much anything else that has an open API or has the ability to import stuff. So we, vista is on the list. We have customers using vista, but it's every, you know, Sage products, Computerease Foundation. So there's a lot of different ones out there, but we can also integrate with things like Salesforce or Hubspot, if you guys have CRM that you're using or other tooling like, you know, analytic tools like, you know, PowerBI, personal reports, quick site is the one that we hear a lot from our customers they use. So, yeah, that's kind of the beauty of having modern software that has an open API is it opens up a lot of options down the road instead of being kinda closed off by locking into one given system.

RICK

26:15 So, what was your plans for convert? What do you don't want to zero in on demonstration of your software or what did you have in mind?

--- Accounting integrations ends ---

TIM

26:26 Yeah, I can take them. I usually what we were planning to cover in the 45 minutes because it's gonna be really hard. Our typical demo for us is like an hour and a half. So we're like, all right, that's not gonna work. We're and again, we'll be prepared to share this with you guys. But what kind of show sort of what you're talking about, right? Which is, hey, this is what we see is the service industry and kind of where we see that we add value, right? I mean, Matt mentioned is the pull through work. Probably some of the things that are choke points for you guys today, right?

--- Deficiencies ---

TIM

27:00 How do you be more of a, and how do you get quotes Eddie the texts in the field to find something wrong? Take a picture of it so you can quickly get it back to the office and get a quote out to the customer, get that pull through work, you know?

--- Deficiencies ends ---

TIM

27:12 And then also, how are you delivering on your preventive maintenance agreements, right? You know, I quoted this, delivering this. How do I do? And again, that just being to your point, right? What is it about a service business that's important? So that's probably that's typically what we'll kinda go over and sort of show benchmarks about where companies are in the industry and where they're seeing growth?

--- Purchase decision ---

RICK

27:38 Yeah, no, that sounds like a good plan. Alex. Any thoughts there?

ALEX

27:46 I'm interested to... see what you're talking about. And again, we're learning about all the software and stuff and I will be as well. We'll be in as well.

TIM

27:58 Yeah.

ALEX

28:01 Yeah, it's good to have... more experience with that stuff to see what it is, y'all can off.

--- Purchase decision ends ---

TIM

28:08 Yeah. Yeah. Because like I said, I mean, the blocking and tackling are all going to be the same. And again, it sounds like you may even have some solutions on deck, but, you know, we'll just kinda share with you were, but put value add we could provide and... you know, like you said, what we're seeing in the industry too.

ALEX

28:26 Sure.

MATT

28:28 Yeah.

TIM

28:28 Well...

MATT

28:30 I level talk, you know, like what Tim is saying, seeing what's happening in the services industry wide, you know, service trade, customers to service trade and we,

it's we should have a few minutes to show you a couple of little things in the platform just to give you some food for thought. But it's smart for you guys even though you get a solution on deck, hopefully come in, you know, to the rest of the offices to keep that open mind and be aware of what else is out there just so you can be confident that you've got the right solution moving forward even if that changes down the road. So, so, yeah.

RICK

29:05 Is there any demonstration videos that you guys would like us to take a look at before with me? Yeah, we can just kinda, I mean if you could send us a link to, we can kind of look at it. And that way, you know, we want to obviously my tell him say 45 minutes is going to go quick, would want to use the best, you know, utilize that time wise, right? So, there is something you'd like us to take a look at before would need send us a link and we'll look at it and be ready to talk about.

TIM

29:38 Yeah. Well, what are some of the check points that you guys see right now in your business as far as on the service side? Is that... just enable to get the work scheduled out? Is, you know, just how am I doing? How my text doing? What's my, where my profitable customers? You know, we, you know, we were to Emma CA, and in Huntington Beach in the company per SE, we stay away from the five ours and I was going to be one of the questions to... is what do you sort of focus on?

--- *Type of work* ---

TIM

30:07 I mean, some people say they don't focus on religion, rest homes, really ours, religion rest homes.

DAN

30:16 Nature.

TIM

30:19 But curious to, on your side, what are the check points? And then what do you, is there a focus that you guys have?

ALEX

30:28 So our focus currently is going after more healthcare customers. As a company, we do a whole lot of work in the healthcare business, both renovations, new Construction, some of our biggest service customers or healthcare. They pay well, and they generally have aging infrastructure is a perfect recipe for service... rest homes. We actually have some very large customers that are our condo style assisted living facilities. And those have been pretty good slot of bathrooms and, you know, every unit has bathrooms and I season it. So a lot of equipment for us to service.

TIM

31:12 Yeah.

ALEX

31:13 But our choke points, what we're finding right now just as a company, and what I'm finding is lack of... a good way to get info out of the software that we've got, which is performance indicators, very difficult for us to figure out exactly what we're making, look at tech efficiency, look at truck efficiency, preventive maintenance, efficiency, things like that.

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

ALEX

31:40 And that's just my opinion points back to this to just not being designed for service. I can't say enough bad things about this and I don't like it. My God.

--- *Accounting integrations* ---

RICK

31:52 Makes my...

ALEX

31:53 Job a lot harder.

TIM

31:54 What you're 100 percent accurate vista was never designed to do service and it's amazing. Neither was Sage, right? Neither was Computerease, neither was Foundation and that's kinda why companies like service trade exists now. But and again, they don't it's a different way of running the business on the construct.

--- *Accounting integrations ends* ---

TIM

32:11 And I know you guys know is on the Construction side, you know, you're measuring with a lot finer tooth comb, you've got more people on a job. You're you know, this many, you know, widgets are out there today, this many, you know, time, you know, units or sheet metal one in there today, for the deck work, right?

--- *Recurring maintenance* ---

TIM

32:30 We're a service. It's just a different beast. And it's about okay. I gotta go after a day or the next three days. And then I got to build a customer. So it's just an annual billing them in a different fashion. You're not Progress billing your billing actual one jobs done, right?

--- *Recurring maintenance ends* ---

TIM

32:45 And you're right? The accounting systems were designed to create this big project every single time with all these complexities and that's not what services.

ALEX

32:53 Yeah. And then you multiply that by, you know, we did a 1,000 jobs last quarter and to try to wrap your hands around and analyze that volume of work is very tedious. Some of ours. We were speaking to some of the companies that I'm a CA, I don't know what software they were using, but for them, it's clicking a button for me. It's pouring over spreadsheets for 10 hours.

TIM

33:18 Yeah.

ALEX

33:20 Hard to grow when you're having to do that. That's my major gripe right now.

--- *Customer engagement* ---

TIM

33:25 Yeah. You're not wrong.

ALEX

33:29 Well, I'm glad to know. I'm not the only one.

MATT

33:32 Okay. You, on the other thing about service too is it's very relationship driven, you know, like this steady stream of income is, you know, relying on your relationship with that customer, showing them the valuable work as they're performing their systems, you know, running and optimize. So, you know, what you'll find as you grow is that, you know, keeping these customers requires you guys being able to show them how you're different than all the other vendors out there providing service. So, you know, one truck Chuck comes in Nicole cheaper then it's easy to lose them. So, you know, a lot of our customers are focused on making it easier to show the customers all the stuff that they're doing through pictures, you know, videos online quotes that can be approved with a click of a button, a customer portal where they log in and request service or, you know, view outstanding quote. See the equipment history and all that stuff. So a really big part of service trades playbook and we'll get to talk about this. That converge is that online customer engagements that you guys can help sell a premium program that customers are willing to pay more for. We've even had some customers, a lot of customers actually be able too kinda prune their customer portfolio by firing the bottom 10 percent of it, you know, the pea customers that are paying on time or maybe they're shopping around for repair quotes and stuff after you guys have come in and identify the issues. And when you get to that point where you can pick and choose who you're doing service for you're in a really good place because now you're taking more money from a better classic customers. And so that's really what service trade is all about. So.

ALEX

35:08 Yeah, that's light years ahead of where we're at.

--- Customer engagement ends ---

MATT

35:12 You're...

ALEX

35:12 Talking, you're talking away, you know, things I didn't even know to even ask about. So the, that's great. So even though that stuff's out there.

MATT

35:21 Yeah. Well, I mean, that's what this is about, right? Little, a little bit education, you know, we've been living in it for 10 years now. So hopefully we can offer some nuggets of wisdom as you guys continue on your new journey with service. So... view demographic questions, some basics. Usually we start with these, but we'll saving for the last for you guys. I know you guys are large. You got an office in Austin, you've got one in Dallas. You've got one in Houston and San Antonio. Do you guys have any other offices that your operating out of?

RICK

35:54 Yeah. We, well, you office in college station, loving managed, Georgia, Boston, Massachusetts in upstate New York and kipps now on the east coast, all of those offices and east coast, I don't know that they have the service division period. We're very specialized in the tag Construction we do out there as far as like process piping systems, pharmaceutical world to me conductor merge stuff like that.

--- Accounting ---

RICK

36:22 But in Texas, you know, we cover the entire state for the most part... from a service standpoint, you know, our service departments or one of the Dallas, Austin, San Antonio, realistically, I've every class portal. So anyway, hopefully that kind of answers your question.

MATT

36:47 Well, given all those offices, I imagine it's probably a lot harder to answer the next one. You guys have any idea how many service tax you have across your service locations?

--- Accounting ends ---

RICK

36:59 Hi, Alex, how many we have here in Dallas?

ALEX

37:03 We've got 17 and Dallas... Austin?

RICK

37:08 Yes.

ALEX

37:10 It's got a similar amount, but they do a lot more startup and special projects using.

RICK

37:16 Yeah.

ALEX

37:16 Classifies service techs, and I think San Antonio somewhere around five, two seven and Houston three or four, I think.

--- *Type of work* ---

RICK

37:26 Yeah. So we're probably talking 50 something in that neighborhood.

ALEX

37:30 Yeah. Yeah.

MATT

37:34 Okay. I mean, that's pretty good sized service operation especially if it's you guys are just grown and you're just starting out so that's pretty solid.

RICK

37:44 But did, but again, kind of like Alex just mentioned, I think a lot of those guys probably are concerned with start out on our marched starts with projects just being realistic.

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

RICK

37:56 You know, Alex is, Alex has a handful guys that are doing what I call through service. The other branches check, they may not adding any on doing with, you know, we're not going through servers. So just, you know, it's harder to, so we're probably a little bit smaller than what you're saying?

--- *Type of work* ---

MATT

38:15 Yeah. No, that makes sense. That makes sense. Okay. Yeah, less than the PM service call, pull through work and stuff like that more than startups, but looking to move in that direction.

RICK

38:28 Yeah.

MATT

38:30 Okay. 100 percent commerce, you guys are staying away from residence?

ALEX

38:37 That's correct?

RICK

38:39 Yeah.

MATT

38:44 Okay. Tim, any questions on there that I missed?

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

TIM

38:51 Through the list, I think we got them all. I think, you know, Alex and Rick will be prepared to sort of talk through. Yeah, just, you know, hey, this is what we see in the market a little like Matt said, we'll probably have some pictures... to stick people. Now, we'll add some screenshots and things like that, and maybe even open up the application, show you a little bit. There are sort of some of the things we talked about. So I think I gotta get them up. And again, you guys are pretty much exactly what we do from a service standpoint. So it's easy for us to be prepared.

RICK

39:24 Okay. Sounds great.

MATT

39:28 Then any questions from you?

DAN

39:31 No, no, no, I appreciate it. Alex and Rick, look forward to meeting you both there as well. Are you both going to be there? I'm sorry, probably miss that part.

RICK

39:42 Yes, Alex myself, will McManus Charles K to use. One of our engineers are kind of our head engineer, Oregon. And down forward, he'll be there. And then gentleman by the name of less data is who runs our kind of day to day purchasing operations will be here. The, you know, like last, I'll be more suited for, you know, meetings we have with 5,000 getting type manufacturers, Diego, whoever. And, you know, I really wanted Alex and we'll involved to listen in on some of the more software realized immediately, have.

DAN

40:23 Excellent. That's just a hop skip and a jump from your area, right? Arlington?

RICK

40:27 Yeah. Yeah. Yeah. We're 15 Miles. What? Yeah.

DAN

40:31 Wow. So you're gonna have some great representation. So, are you bring in a cowboy jersey for the Tuesday night?

RICK

40:37 You know, any thought about that? I hadn't thought about that out and, you know, I'll dig through my closet, see what I'm doing.

DAN

40:45 You a ticket dig out there? You go. You know, I don't know New Jersey. So I think I'm gonna, you know, I have some favorite teams that have some emblem shirts but no jersey per SE, so... may have to bring something out from a still a briefing about the dodgers, so maybe I'll have to get a kirsch out jersey or something.

RICK

41:06 Okay. Alex would probably be in a text as long lord.

DAN

41:09 Yeah. Here you go. Kirsch out really from Houston, right? So, yeah, represent.

RICK

41:15 Yeah. Alright. Well, good deal. Well, listen, if there's anything you want us to look at before we may send it to us. Yeah, otherwise, we'll see you guys on a 40.

MATT

41:30 Sounds good. Thanks so much for your time. We are looking forward to it, and, yeah, I'll reach out with some resources. I don't think we have a library of a lot of prerecorded stuff, but we've got some good data studies and, you know, a couple of good screenshots that we could send you guys. So you'll have our contact info if you have any questions before we made it converts.

RICK

41:52 Okay. Sounds good. Okay, guys.

ALEX

41:55 Hey, Joe.

RICK

41:56 Bye bye.

The End