Matt Dorans/ Billy Marshall Connect

Brett Griffith with In-Line Air Conditioning, Inc.
Recorded on 8/1/23 via Zoom, 34 min.

Participants

SERVICETRADE

Brett Griffith
Territory Manager

Billy Marshall
CEO

IN-LINE AIR CONDITIONING, INC.

Matthew Dorans Sr.

Topics

Transcript

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

BILLY

0:00 Bad.

BRETT

0:00 Doing Billy.

BILLY

0:01 Good. Thank you.

MATTHEW

0:02 Hey, guys.

BILLY

0:04 Hey, Matt. How are you?

MATTHEW

0:05 Doing okay? How's everything?

BRETT

0:08 Going going well for me? That's good. Yeah, Matt, this is my CEO. This is Billy marshal and Matt, or Billy, this is Matt Duran with inline air conditioning out a bay on New Jersey.

MATTHEW

0:19 Hey, Billy. How's it going?

BILLY

0:21 Hey, Matt. I'm well, how are you?

MATTHEW

0:23 You know, it could be better when it comes to the software nonsense.

BILLY

0:28 Yeah, I'm sorry, I'm so sorry to hear that. I read a little bit about it, but, you know, you wanna talk me through it a little bit, and maybe I can give you some advice. Maybe I can give you some help. Maybe I can't but I'm happy to lend a sympathetic ear.

MATTHEW

0:50 All right. So, the gist of it is we were involved. I guess I don't know if we were involved with you Brett directly originally with, we were evaluating service trade and BuildOps, and at the time, there was two things that kind of swayed us to go towards BuildOps, but there was still there was also a major thing and the fact that we just, I would say eight months prior, we purchased Northboundary software.

BRETT

1:22 Yeah. And.

MATTHEW

1:24 Kind of we're just getting into the Northboundary software and we understood at that time service trade was... in the midst of purchasing Northboundary or acquiring. So that was one of the things that we were asking at the time was what are the plans for Northboundary? I gonna get phased out completely and I think it was just too early on for anybody to kind of say, what direction service trade was taking with Northboundary, so.

BILLY

1:58 Well, we knew it was, I mean, that's new functionality that was never going to be quote unquote phased out. We, in fact, we've doubled the size of that business since acquiring it last November.

MATTHEW

2:09 Okay. Yeah. And I'll tell you, I've been really getting involved with the Northboundary software and I think it's pretty powerful stuff... you know?

--- Accounting integrations ---

MATTHEW

2:20 And I even was saying to my partner, I think in a lot of ways, you know, we could have gotten by just using the Northboundary for a while. We've been using FieldEdge, kinda ESC, we've probably been using that program for about 20 years and that's kinda reaching its end to life.

--- Accounting integrations ends ---

BILLY

2:43 That's right?

MATTHEW

2:43 So, that's kind of what led us in the direction of looking for service management software. But we also had a major need for maintenance contract pricing software, which led us to Northboundary.

BILLY

2:57 Right. That makes sense.

MATTHEW

2:58 So, in any case, what made our decision with BuildOps was they sold us on their project management and which it looked like service trade at the time was a little bit lacking with that.

--- Accounting integrations ---

MATTHEW

3:13 And building BuildOps also said that they had inventory management, which was another thing that service trade was saying. Well, we could get like an add on program to allow for the inventory control portion of the program, but it wasn't integrated in per SE. So that was like, the direction that we went.

--- Accounting integrations ends ---

BILLY

3:41 Yeah. Well, I think we probably said it's integrated and BuildOps probably said it wasn't in terms of saying service trades a separate application, which that is true because not everyone needs the parts management. So we don't require everybody to buy it, but it is integrated with service trade, but that's just their pitch, you know, they, you know, I like to describe them as big hat, no cattle. But anyway, keep going.

--- Purchase decision ---

MATTHEW

4:15 All right. So in any case, we will kinda like, you know, what we made? We ultimately made the decision to go with BuildOps. So, one of the things was we were going to start on this process last fall. No, I'm sorry, we signed up with them at the end of December and the goal was to have us up and running and go live before our busy season this year. Yep, I would say drop dead beginning of may.

--- Purchase decision ends ---

BRETT

4:50 Yes, that makes sense.

MATTHEW

4:52 So we waited, you know, a little bit of time to get in there till we finally got a letter with the implementation team and this, that and the other thing. And I also

had a team in place on my end... that, you know, was gonna handle the integration. And so we started our training with them. And this was probably towards the tail end of January and the training was nothing more. It was disastrous. The, the woman was rather nice that was assigned to us. It was two women that were assigned to us. One was younger and not for I'm not saying that in any which way, but she seemed to be a lot more knowledgeable of the program.

--- Accounting integrations ---

MATTHEW

5:43 And the one that we were with most of the time seemed like she was learning the program herself. And as the time went on, all we kept on saying was about the data, you know, we weren't working with the proper data. And this was one of the first things that they did was they did like this handshake with Quickbooks and we told them, we're not using Quickbooks as our service management software.

--- Implementation and ongoing support ---

MATTHEW

6:14 All of our data was in electronic service control. So we were looking at data that was all over the place. It was the wrong customers. It was the, it was a mess and this is now going on two or three, maybe even four or five training sessions. And they just kept on saying, by the time we go live, all your data is going to be fine.

--- Implementation and ongoing support ends ---

MATTHEW

6:37 Everything's gonna be great. So on and so forth. And then we reached a certain point where we could my team on our side. We're we're having side meetings and we're like we're not getting anywhere with this program. Some of the things were very silly like right off the bat, she had entered in one of our employees names incorrectly. And rather than being able to go in and edit the employees name. She's she's telling us that the software doesn't allow us to do that. We're going to have, to go in and recreate a new employee record for this person just because their name was spelled wrong. So we were like, this is crazy. There was no importing exporting capabilities. So that kinda shot the fact of like using Northboundary and importing the data into it. There was none of that. And just the training itself was just so terrible that we, finally I just sent an e-mail to her and her team. I said, listen out of respect for you, you're a nice person. But I have to tell you we don't feel any further along from day one, we feel like you're lacking the training, you know, and rather than go above your head to your managers and this and the other thing, something's gotta change here because it's just not right? So that's when the other young lady got a little bit more involved and basically told all the issues that we were having and the data and that.

--- Implementation and ongoing support ---

MATTHEW

8:20 And she's like, well, we'll get right on it with the data. And then we then that's what happened with our training. Our training turned into data migration. And I

can't tell you how many hours I spent working on data tables. I just trying to get everything proper to get pushed over into this program.

--- Implementation and ongoing support ends ---

MATTHEW

8:41 And it just never worked out. Finally, you know, I had to send another e-mail out saying how disgusted I was with the whole process and we weren't getting any further along with any of it. And, you know, it was supposed to be a big meeting to like get this stuff well handled. And at that big meeting, the one young lady was 15 minutes late. I, so we're sitting there my team sitting there looking at this other woman on the screen, not being able to do anything at all. And finally, 15 minutes later, this other young lady comes on and we're like, you know what?

--- Purchase decision ---

MATTHEW

9:22 I'm done with this? I'm done with you people. There's no way we're going live in time for summer and we basically tabled it at that point. So then finally the managers, couple of the managers had called me and we went back and forth back and forth and I said, listen, if anything, this is all gonna have to be table because our busy season is coming up and there's no way we're going to be doing any of this stuff during that time.

--- Implementation and ongoing support ---

MATTHEW

9:56 So we left off with, okay, their data team is gonna get in touch with our team members, work on the data. So when the time comes in August, we'll get back on track with it and get you up and running so that you'll be ready to go. Never heard back from them up until last week out of the blue, I get an e-mail from them saying, you know, we're ready to start it up. Again. It's August like you said, and I was like, you know, what? We, we just threw at you people because bottom line, no one ever got back to us about the data or anything. So it's almost like this and this not ending, you know, thing where we just not getting anywhere with the people.

--- Implementation and ongoing support ends ---

BRETT

10:44 Yeah.

BILLY

10:46 Yeah. Okay. And so, so Matt, was it simply the challenges with the setup or did you run into a lot of people that we talked to, run into things that they were shown in the demonstration and presentation that just do not exist in the product? For example, you brought up inventory management. I don't think they do it at all.

MATTHEW

11:15 No. Well, that came up in our phone call with the managers because we didn't even get to the point where we actually were physically working within the program outside of the training sessions.

BILLY

11:28 Right.

MATTHEW

11:28 We really didn't even get anywhere close to functionality. So, the managers said, well, we're just in the beta stages with the inventory and we were like, what are you talking about?

--- Parts management (inventory) ---

MATTHEW

11:43 You know, we were told right from the get go that there was going to be an inventory component to this and it was actually one of the reasons why we went with your product and they basically were denying that there was ever inventory.

BRETT

11:59 Yeah.

BILLY

11:59 So, a couple of things.

--- Accounting integrations ---

BILLY

12:00 One number one inventory is really hard particularly because you've got an interface with the accounting system, which accounting system are you guys using? You said Quickbooks, are you using Quickbooks online or are you using Quickbooks enterprise or what?

MATTHEW

12:15 Enterprise?

BILLY

12:16 Enterprise? Okay. All right. Yeah. And, that has a little bit more sort of project accounting and some other things in it that you guys maybe are enjoying.

--- Pricing ---

BILLY

12:28 All right. Well, so, so what, you know, the, was it just a one year contract, that you bought with them?

MATTHEW

12:38 Yeah, it was a one year contract.

BILLY

12:40 Okay. And did you pay that contract in full to get started?

MATTHEW

12:45 We did.

BILLY

12:46 Yeah. So, you know, the legal challenges are difficult, right?

--- Pricing ends ---

BILLY

12:56 Really, the only challenge that works is, a promise for your employees and you to leave terrible reviews on all of gartners websites, and Brett can send you all the links of all the places to go, leave the reviews. Okay? And basically with those links, you could call them up and you could say, hey, look, I'm willing to sign a non disparagement... if you'll return my money, and if you'll release me from the contract and release you, I'll sign a non disparagementi. Yeah, you don't do that. We're going to go document our experience on G, to crowd on software advice and what's the other in Capterra. We're going to go document our experience there.

--- Customer engagement ---

BILLY

13:56 And then we're going to go do a case study with service trade. That case study would be our successful sort of experience with them. And we're going to document all of our negative experiences with you. And, you know, but if you send me your money back, if you send me my money back, I will not do those things.

--- Customer engagement ends ---

BILLY

14:19 And that's the only promise that I'll make. But, but I will sign a non disparagement if you'll send me my money back. Because the legal thing is not gonna work because there's stuff in these software contracts that says, you know, whether you use the product or not you bought what you bought. And generally speaking, the only warrantee that they offer is that it substantially conforms with the documentation. Now, my guess is they don't have much documentation. So, could that be, could that be legal? Nit, picking? Yes, it could. But again, chances are that's a challenge and you've got attorney's fees and, it would be in California and, you know, it's just, it's that, that's a tough slug.

BILLY

15:06 The good news is you only signed a one year agreement. The, the lesson would probably be to negotiate quarterly payments next time such that you're only out 25 percent and they would probably if they thought that they had really screwed it up, they would release you from the rest of your payments.

--- Pricing ends ---

BILLY

15:26 And at least you've got some leverage... now, if they, if you don't want to go, that route, you know, what you can do is we can just work with you on what I just described and I can try to make it somewhat whole in return for you doing a case study with us that, you know, talks about your success with Northboundary, and with service trade, and have you be a reference when people are considering BuildOps and basically take that call and warn them off that they're going to make you a bunch of promises. But I went through both and you wouldn't have to do any of these calls. Of course, if we didn't get you successful on the other side, but if you were successful on the other side, you, could, we could certainly benefit from you being a reference and warning people off because quite frankly they're giving everyone in the market a bad name.

MATTHEW

16:27 Yeah, I agree. And I would definitely be willing to do that, you know. And like I said, I'm really impressed with the Northboundary product. So I can only hope that quite frankly that it actually is enhanced with the service trade product, which I'm sure you guys also saw the benefit of adding that into your suite.

BILLY

16:52 We did, we did and, you know, I'll tell you. I'll well, I'll give you a couple more sort of ideas. Number one parts management is challenging you're in bay on so that's down near the shore, right?

MATTHEW

17:08 No, it's close to New York City. We're right across the harbor from New York.

--- Parts management (inventory) ---

BILLY

17:15 Okay. Let me ask you a question. Do you really keep inventory or do you just need to buy parts and have those parts show up on the work order and make sure you're not giving parts away and that you've got some cost allocation relative to what you paid for?

MATTHEW

17:30 Yeah, that's more or less what it is. Quite frankly, we've never been able to really manage our inventory.

BILLY

17:37 Yeah. And you, is it because you're so close to New York? You've got parts houses all around you. I'm sure.

MATTHEW

17:43 Yes.

BILLY

17:44 Yeah. Okay. So you can use them for the most part for your inventory management. It's not like you've got trucks scattered over, you know, 35 counties each truck, a rolling warehouse and needing to manage all that. Basically, maybe if you had one warehouse, maybe you keep a little bit of inventory of some parts that are long lead, but the, for the most part, the text are gonna go in, to the parts house.

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

BILLY

18:11 They're going to issue a purchase order that's going to be tied to the work order they're clocked into, which is easy to do. It's automatic. And then, that those parts flow back. When, when you get the Bill from the customer, that cost flows directly onto the part on to the work order to make sure that you build the customer for it. That's mostly what you're trying to do. I'm guessing.

--- Parts management (inventory) ---

MATTHEW

18:34 Yes, exactly. In fact, in a lot of cases, our quotes, we call it a G part, generic part. It's a part that goes in and goes out, you know, unless it's actually something that we stock all the time, which is minimal item.

BILLY

18:50 Right.

MATTHEW

18:51 I'll pipe fittings, and what have you?

BILLY

18:53 Right.

MATTHEW

18:54 You have stuff like that you use all the time?

BILLY

18:57 Most...

MATTHEW

18:58 Of the, most of the items are in and out pretty.

BILLY

19:01 Yeah, yeah. But, and so, basically, the only hassle you have is updating your parts pricing catalog with the latest price purchase so that, you know, you've got you're dealing with inflation and everything else.

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

MATTHEW

19:21 Right. Quite right.

BILLY

19:23 All right. Good. All right. Good. Well, that's easy. You know, we do that. That's real simple parts management. We do. Excuse me, inventory management, but I'll tell, you know, Matt, it's a wiping for everybody because it takes a lot.

MATTHEW

19:40 He does it. Good.

BILLY

19:42 It takes a lot of this one, we do it and the application works but man, it takes a lot of effort and it's much easier to even for the parts that are long lead, just bring them in and get your pricing right? And go ahead and mark them as, you know, take them straight to cogs on the way in, just get your pricing right? When you, when you send them back out, that's really what you want. As opposed to now, some people who do a bunch of food equipment, right?

--- Parts management (inventory) ---

BILLY

20:14 They have a bunch of parts, you know, friar elements and they keep a bunch of them and they need to find them on the trucks. And, but my guess is that's not your business?

MATTHEW

20:24 No, no, not at all.

BILLY

20:26 Yeah.

MATTHEW

20:27 I mean, we don't really even have too much inventory on our trucks to be quite.

BILLY

20:31 And I'm guessing it's just truck stock that, you bring it in, you go ahead and call, you, go ahead and take it to cogs. But make sure that when you buy it that your pricing catalog is updated so that when you sell, it goes out for the right market.

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

MATTHEW

20:49 Exactly.

BILLY

20:50 We, we got that lickedn.

MATTHEW

20:53 And I think more so than that was also the project management side. There seems to be a little bit more robust, but I'm looking at the Northboundary product, what they put together, I don't know if you're incorporating that in, but that looks pretty good too.

--- Type of work ---

MATTHEW

21:11 And, we just need something to really manage like our submittals and the constant workflow that goes on with the projects that we do.

BILLY

21:21 Now, with the projects you guys are doing, are they mostly owner projects or, are you dealing with GC?

MATTHEW

21:26 We're not, we don't really do any new Construction work. All of ours is directly with owners.

--- Type of work ends ---

BILLY

21:33 I got you covered. Yeah, you're not gonna, you're not gonna have any problem. Basically what you wanna do is just make sure you've got good tracking such that when you need to change order or when you're getting out of whack with your budget, you can see it. And then when you get out of what, you can go deal with it as opposed to getting surprised.

MATTHEW

21:50 Gotcha.

BILLY

21:51 Okay. We got that. We've got that like that's not a, that's not a problem. Okay? So, so, Matt, how deep were you in this thing in terms of me helping you, by getting you, a good offer to get on board in exchange for you becoming a, what I would call, a counter reference when build up shows up in our pipeline.

--- Pricing ---

MATTHEW

22:14 Well, we paid them a full year like close to 40,000, if not 40. So.

BILLY

22:20 And how much if you paid 40, was all of that for the software? Was any of it for implementation? What did that look like? Was it split or was?

MATTHEW

22:28 I think that was all lumped in implementation, was a portion of it. And then, which is probably what we should have fought for was just to work on the implementation side of it before we actually got going.

BILLY

22:42 Let's... let's do that. How many, how many texts do you have that are full text and not helpers? And apprentices?

MATTHEW

22:52 I'd say we have about 10 or to.

BILLY

22:55 10 10. Okay. Mary, that's a pretty steep price for 10 techs in terms of what they were charging you.

MATTHEW

23:04 Well, I think, we usually license all of our guys with that.

BILLY

23:10 So...

MATTHEW

23:10 If I'm going to be, we have currently.

MATTHEW

23:24 Got about 15 guys out there.

BILLY

23:27 Okay. Great. Well, let's do this. I'm still fine with you making that call to them and I can even script this out a little bit for you, Brett, and I can and see if you can get your money back because you might get your money back. And then, you could still by service trade and we could figure something out. We could work with you and figure something out. But it'd be a lot easier if you got your money back. And the only way you're going to get your money back is asking for a release from the contract and a return of your money in return for you signing a non disparagement agreement because that's the only thing that's kinda matter to them because you will do a lot of damage to them if you get out there and we'll send you links and so that you can reference them in your e-mail we're going to go to all of these places and we're going to leave negative reviews for your product because we've had a negative experience. So it's not threatening it's. Just this is what's going to happen. But I'm willing to forego doing all that. If you will release me from the contract and send me my money back, I will sign a non disparagement agreement and then you got your money back and then you can go, you can engage with us and you just can't be a reference for us that's negative towards them because you signed the non disparage.

MATTHEW

24:41 Right. Okay. That makes sense.

BILLY

24:44 We'll try that.

MATTHEW

24:45 It's ironic because they literally emailed me right before this meeting. So bottom line was, this is how we left off because, you know, they contacted me July 20 first and I said the first time hearing back from anyone since the last conversation with Lennie. It was my understanding. So one was gonna reach out within a week, blah, blah blah to help us with the data. We're less than that. We're absolutely less than thrilled with the whole experience of BuildOps and don't want to proceed going forward, put us in touch with someone to build up so we can discuss further someone. Then the guy got back. He said very sorry, we dropped the ball with regards to your data. This need was not communicated to me or Tammy by Josh Ford. After our call in the spring. He's no longer with the company but Tammy and myself are still here and, we know that we can provide you with a much better experience.

MATTHEW

25:49 Additionally, I've copied my new director of implementation, Scott Patterson. So then I didn't really reply to that because I figured we had our meeting coming up.

BRETT

26:00 Yeah.

MATTHEW

26:00 So he got back to me and said I wanted to follow up the previous e-mail myself and Scott Patterson, our director of implementation would like to discuss the situation with your team and determine next steps forward.

--- Dispatch ends ---

BILLY

26:15 Yeah.

MATTHEW

26:15 So it's a good entry for me to get back to them.

BILLY

26:18 Yeah, it's a good answer for you to get back, and, you can look, this is a typical I'm not sure how they're ever going to get out of the woods with this because they do this all the time. They make big promises and they have a real challenge because they're too young a company to have the level of ambition that they display in the sales cycle. They need to learn how to make people successful before they take the next bite of the pizza if you will. And they're having a hard time learning that lesson. We've got 1,300 customers live and happy. So we're just in a different position as the market leader than them trying to do everything for everybody all the time and really not having the resources to do that.

MATTHEW

27:11 It was quite obvious that they weren't they're not handling their growth model that.

BILLY

27:16 No, they're not, they're far more ambitious than they have capability. My dad used to call that, don't write checks with the alligator mouth that you can't catch with your humming bird ass.

MATTHEW

27:31 That's a good.

BILLY

27:36 And so they're writing a lot of checks with alligator MIT, and unfortunately, you're around to the hummingbird as part.

MATTHEW

BILLY

27:46 Yeah, exactly.

BILLY

27:48 So, anyway, so first things first, let Brett and I put together a quick e-mail for you as a script to talk to them asking for an exit from your contract and just look guys, I'm not threatening you. I'm just telling you, I'm gonna go leave you bad reviews. And then I'm engaging with service trade. And if they can get me up and running, I'm gonna be a negative reference and I'm gonna be a positive reference for them. If you'll send me my money back, right? Then I won't leave the, I won't leave the reviews. I'll probably still by service trade, right? I'll probably still do that, but I might not, but I might, but I won't be, I can't be a negative reference because, I signed a non disparagement and I'll live up to my end of the deal, right? I don't want and just, I don't want any trouble, but, it's just, I wrote a check for something that you guys can't deliver.

MATTHEW

28:43 That makes sense.

BILLY

28:44 Okay. But the legal things get anywhere. And then if that doesn't work, if they don't send you the money back, what I'll do is we'll work through a sweetheart deal for you that won't have you paying a lot in the first year, just enough to kind of bind the contract. And then if you're successful, then we'll execute the second part of the agreement and you can become a reference, and we'll help you leave those negative reviews.

MATTHEW

29:11 Okay. Sounds beautiful.

BILLY

29:14 Sounds good.

MATTHEW

29:15 That sounds good. Either which way?

BILLY

29:17 All right. Okay. All right. Well, well, let us get you an e-mail with some advice on how to talk to them.

--- *Pricing* ---

BILLY

29:25 And, and then we will have resorect what we were doing for you before and put that together. And we'll put it on a set of terms that will make it, we'll give you basically two views number one. If they give you your money back, you know, here's,

it'll be a little more expensive because you've got money to spend. If they don't we'll make it cheap and the first cheapest as we can in the first year.

--- Pricing ends ---

MATTHEW

29:53 Right.

BILLY

29:54 So that you can get over the hump, and in return, we get a, we get, a reference case study and a sort of, a, someone who people can call when they're being made a bunch of promises by Bill.

MATTHEW

30:07 That sounds good. I'm all for that. That sounds great.

--- Type of work ---

BILLY

30:12 All right. And now, just to ESC typically is a Bill for a residential contract. You're you're commercial, right?

MATTHEW

30:21 We're we're fully commercial. So.

BILLY

30:24 We, we only do commercial. We don't do residential?

MATTHEW

30:26 Yeah. And that's that, I mean, ESC, we've been like I said, we've been using it for 20 years, probably not correctly, because it's residential. We've been making it work.

--- Type of work ends ---

BILLY

30:37 Yeah, but you 20 years ago, you didn't have any other options.

MATTHEW

30:40 The correct, you didn't have much to deal with back then. So that's what we made work. So.

BILLY

30:46 Okay, right.

MATTHEW

30:47 While I have you, what are the plans for Northboundary, as far as getting that, into the system and that?

BILLY

30:56 Yeah. So Northboundary is already connected to service trade, but the connection is what I would call elementary right now. So if you sell a maintenance contract in Northboundary, right now, you can essentially push a button and it will send over the customer information. I think the location information, Brett, and I think the asset information.

MATTHEW

31:18 Okay.

BILLY

31:19 So all that goes over, what doesn't go over right now is a lot of the contract elements.

MATTHEW

31:25 Which that's not a big deal.

BILLY

31:27 The contract pricing elements and things like that. Now, we can probably do things in the background, to push it over for you or help you, right? But that doesn't go over yet. That will be stage two, right? And then stage three will be all the tasking in Northboundary will go over and show up as tasking in service trade. And so then it will be essentially completely integrated. And then when you create a deficiency in service trade, it will create an opportunity in Northboundary for a quote. You can quote it in service trade or you can quote it in Northboundary, and the two quotes will match one another each in the other platform that's a little more long term, but we're fully committed. I mean, this thing Northboundary has been crackerjack...
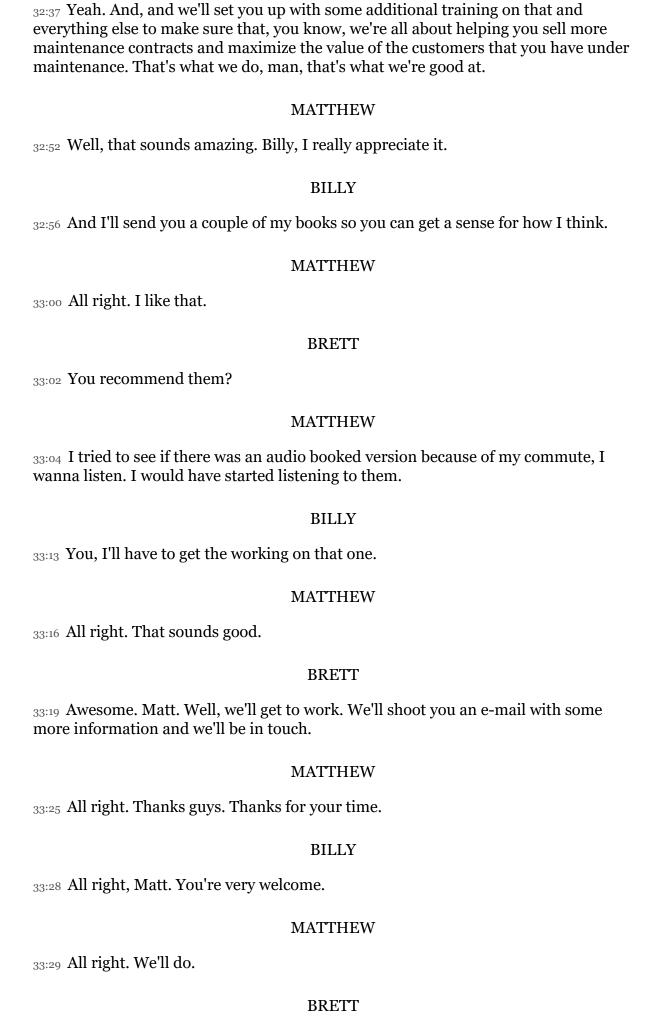
MATTHEW

32:19 Yeah.

BILLY

32:20 Or for our customer base, we've been selling the heck out of.

MATTHEW

32:24 No, I'll tell you it's a nice, it's a nice program. And I mean, I'm only just getting on the surface of this thing so that's a whole another thing I'm thinking about hiring somebody just to manage that end of it.

BILLY

32:37 Yeah. And, and we'll set you up with some additional training on that and everything else to make sure that, you know, we're all about helping you sell more maintenance contracts and maximize the value of the customers that you have under maintenance. That's what we do, man, that's what we're good at.

MATTHEW

32:52 Well, that sounds amazing. Billy, I really appreciate it.

BILLY

32:56 And I'll send you a couple of my books so you can get a sense for how I think.

MATTHEW

33:00 All right. I like that.

BRETT

33:02 You recommend them?

MATTHEW

33:04 I tried to see if there was an audio booked version because of my commute, I wanna listen. I would have started listening to them.

BILLY

33:13 You, I'll have to get the working on that one.

MATTHEW

33:16 All right. That sounds good.

BRETT

33:19 Awesome. Matt. Well, we'll get to work. We'll shoot you an e-mail with some more information and we'll be in touch.

MATTHEW

33:25 All right. Thanks guys. Thanks for your time.

BILLY

33:28 All right, Matt. You're very welcome.

MATTHEW

33:29 All right. We'll do.

BRETT

33:32 Bye.

The End