



# **B&W NorthBoundary Overview**

Dorothy Westall with B&W Mechanical Contractors, Inc  
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## **Participants**

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# Transcript

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--- Call Setup ---

QA

0:00 Hello, you're muted.

DOROTHY

0:04 Hey, how are you?

QA

0:05 I'm good. How are you?

DOROTHY

0:06 I'm doing all right, man. I appreciate you meeting me for this because one, I know we've talked a little bit about Northboundary already. You haven't been to the webinar though yet, right? Okay. So I figure what better way to just give you the base information and then if you so decide that you feel like going to the webinar afterwards, you can do that or you can, you know, we can set up a one on one where it's just you and Vince. Is that something that you wanna do? So you don't have to abide by these preset times on Tuesdays and Thursdays.

QA

0:42 Yeah. And based on what I've seen of it, I think right now, the most important thing is, you know, we're splitting the account because we're trying to get our service trade record of truth and we're trying to get everything cleaned up and get everything set up. So I can still do the Sage thing is actually kinda been pushed back slightly. So wait until we get all of our act together and know what we're doing and doing our data more responsibly Northboundary, would be something I mean, maybe next year I've got two much bigger balls to play with before I can pick that little BB and mess around with it.

DOROTHY

1:24 That's totally fine. It's more like I need practice and you're a friend of mine and I was like, let me just give this a shot and talk to Brad. And then of course, if we find that it's something you want to add next year, then we have some base information and then by then I should hopefully lord willing be demoing the product myself.

--- Call Setup ends ---

DOROTHY

1:45 So when we're ready then we can just deep dive together. You don't even have to go through the presentation, not that there's anything wrong with this. So let me get my little head on here. Make sure I'm doing this, right? And then I'll share my screen with you and we'll kinda just roll through it all and I'll ask you questions and stuff about your sales process as we go. Again, it's all about the practice and the repetition, but also there's certain, I don't really know about your sales process right now. So it's a good way for me to learn about another piece of your business. I haven't really dabbled in at all yet. So we'll get in here and we'll share the screen... all righty. So we acquired Northboundary, last year because we saw this need for sales organization, I guess is the best way of putting that. So they went and they found this awesome tool where, you know, it has kind of always been working in this in industry. And then they started to see that or I guess really let me take a couple of steps back. Part of the reason why we went after this acquisition was because of some of the things that kept popping up in conversations with our customers. So you're gonna see like this three pronged approach basically through this whole presentation, but I'll let you know exactly how long thing is gonna be. So, number one is that we were finding that our customers only had skilled sales individuals that were able to build out proposals for them within their organization, which was really creating a sort of silo for them. Is that similar for you all, or?

QA

3:34 I don't know what that means. Only skilled reps. I don't know that I want unskilled reps making proposals.

DOROTHY

3:40 So think about it like somebody who's been working with you for a year or longer versus somebody who just started like their brand new in their sales career. So you don't really have any of those sorts of. Okay. So right now, you trust every salesperson that you got which.

QA

4:04 I don't know that. I would say that. So the way we would way we operate is I make sure they understand the business and how the business financially functions first. And then we have... we sorta work through the first process is estimating making sure they understand the recipe that's required for each and every project. Because... in commercial, it can vary more significantly than it does in residential, you know, in residential, if it's your house, my house, Bob's house, June house, it doesn't matter changing out of our four to split unit is changing out of four ton split unit. Yeah. Hold on a second. The harassment is coming in the door. Give me one second.

QA

5:02 Okay. One more. Hey, babe. Do you have a good day? Okay? I'm on a conference call. Can we wait before we talk about it? Okay. You wanna put banjo up? So he's not aggravating. Okay. And hey, there's a moving there lanes watching and I'll be in here in a minute. Okay. All right. Love you, my God.

DOROTHY

5:28 You warm my heart. So major is your dog? I guess?

QA

5:32 Yes.

DOROTHY

5:34 Okay. Always learning the family over there, meeting the family in weird ways.

QA

5:40 Right. So they're walking in. Generally, it's all. So estimating is general is the first skill and it doesn't take a lot because again, I don't we don't I have not hired anyone who has not done our work, hired a young professional that just that maybe even has sales experience, but doesn't understand what we do and what's entailed with timing that's our first step. But it's a very easy step because they've done it. They know it takes eight hours to do this. They know it takes 12 hours or it takes two men or so and labor is our most risky or our largest risk that we deal with is under estimating or over using labor as far as materials and equipment and that sort go. That's also pretty easy for an estimate because, you know, we can lean on the manufacturers to tell us once we know what's broken, what parts and what those costs are, and their firm quotes. So we don't carry a lot of and I say estimating we don't estimate really anything. It's based on experience. So, but that is so the estimating skill would be the, when you say skill rep, the estimating skill would be the first thing after that. Understanding. Hold on a second. I'm sorry. Did you put him in the cra?

QA

7:29 Thank you. Sitting there, looking at you.

--- Small Talk ---

QA

7:34 So anyway, the hardest part about estimating is... going into one building is a very easy process because it's an open building. You can use whatever elevator blah, blah. Going into the next building, you may only be able to use a service elevator and it may have certain rules in certain hours, or we may end up having to carry the compressor or three flights of stairs or, you know, you may only be able to work on this during, you know, one of the reasons why we love hotels is after hours for hotels is our, because they're on ours are a quiet time when people's in the hotel, want to sleep at night. You're not in the hotel, working overnight jobs because everyone is in the hotel is trying to sleep. So the big shut down in hotels go on during the day... different buildings have different rules. So, do you understand the buildings rules, the security protocols, how we got to get in, where we can park?

--- Small Talk ends ---

QA

8:35 How far we got to load tools, how far we got to move stuff? Do we need to crane? So all that they're estimating is not simple. But having worked in the field and understood it, it's a very simple skill to gain quickly. Yeah. So.

DOROTHY

8:51 You feel like they have the base because, well, it sounds like all your sales people started as technicians.

QA

8:57 Yes.

DOROTHY

8:58 Okay.

QA

8:58 I say two of them did not, but they're they are sort of exceptions. One was a customer, okay? And the other one and Don had had just done it so long and he came to us as a, I guess you would call him definitely a skilled rep. But on the back side of that really the only estimating is fundamental. The only part I involved in our sales are the only... our salespeople are more order takers, and then they are salesmen. We don't really do that rats closing the deal or, yeah, I mean, we do, we do, we do respond to bids and we do bid and open bidding formats and there is some salesman stuff there, but there's not, you know, the challenger sale where you're getting the queue behind the queue and you're digging deeper and you're establishing report and it doesn't really happen because there and to, I forget the dog's name the challenger sale at Dixon, this point, I think it was him that made it.

DOROTHY

10:08 Sure. It was.

QA

10:09 No, I know that's him, but I think he also made the point that, you know, most purchasers or most buyers are already significantly down the decision making role or road before they engage it, right? So when they engage us, they're engaging us and two or three light minded contractors. And all we are, do is all we are doing is assigning a value now where we can and what we effort to do is do it a little smarter. Do it a little different, add value either by reducing the cost or the price or adding value in the process.

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QA

10:49 Some way you're thinking long term operational calls versus initial install call, that sorta stuff. There is some sales rasmataz is done, but for the most part, it's not, it's just a matter of you need. X. Is this value? You know, let's go. Yeah. Now, the only other place and where I started was that a salesman has for us, a salesperson would have autonomy is the ability to move margins, you know, okay, we want maintenance agreements. We want them to be somewhere between 15 to 20 percent margin.

DOROTHY

11:25 Okay.

QA

11:26 And that puts us competitively in the market. It actually puts us probably in the cheaper third, puts us right at mid grade to just the lower end of getting the maintenance contracts. So we get a lot that we go after we have a high percentage rate of winning.

DOROTHY

11:45 Okay. So, you know, your close rate like your win rate?

QA

11:49 I don't because we don't quote them until.

DOROTHY

11:53 That's...

QA

11:53 The quote is really more of a formality after we've already had the discussion and talk. You know what I mean? It's yeah... it's not, we don't quote a lot of stuff that we're not already pretty confident we're going to get. So our close rate is skewed. It doesn't it looks really good, but it's not.

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DOROTHY

12:10 Okay. Okay. I mean, at least.

QA

12:12 We're not closing anything.

DOROTHY

12:14 Yeah, because it's like for you, it's more of like it's a conversation and...

QA

12:18 Correct. And most of the projects that we did that we do, we do perform any type of closing activities on. We're gonna do that to service trade because there are specific bid forms and formats and stuff that the customer provides that you have to reply to on those. So we don't engage in those with service trade at all. So anyway, with that margin, what I'm saying is once a guy becomes, I would say a skilled rep... I don't watch their quotes as much as I do a newer person. The newer person still has the ability to quote... I look them over a quote approved. CJ sees them. Okay. He's the one that approves them. And between the two of us wild conversations with, did you remember to add refrigerant? Did you cover enough time for this? Did you add this in? And we have conversations after the fact of look... here's, the Mendoza here's where you need to be operating overall in your aggregate of all of your margins and you're operating, you know, 10 percent below that, you need to start raising your,

you need to start raising your estimates or add, you know, to teach them a couple of tricks here there or increase your margins or just believe that you can go up and you will still get the job. You know, you don't guys the first loser.

DOROTHY

13:50 My goodness, Brad hope is not a strategy.

QA

13:54 No, it's not.

DOROTHY

13:55 Just keep that in mind.

QA

13:58 A lot. We have a couple of guys that just really feel.

QA

14:06 I'm trying to think what's the best word to put it. Just. They just, they feel so bad that the cost what it cost and they just can't seem to give them the full price. They always want to be trying to give them a deal to the company's detriment. The compassion is great in this and this one particular person, but, you know, and maybe that's the hindrance of hiring or bringing in a former customer, you know, who was a purchaser for a long time who's having a hard time being a, taking this buyer had off and putting a seller hat on. But, and I don't mean to do this with everyone of your points. But there's only skilled reps can build proposals. I don't have unskilled reps, I mean.

DOROTHY

14:52 Hey, Dan.

QA

14:53 Yeah, all of our people would, and I don't know if others do that or not. If you were like an intern or something, you would be running with someone apprenticing type thing, you wouldn't be making proposals until you were ready to make proposals.

DOROTHY

15:07 Okay. And when, cause I heard you were saying that you have certain like interface interfaces from your customers that your sales people kinda have to interact with. And so, is that like the typical process that there's some sort of other place outside of service trade that you guys are managing? That, are you doing it like word, do you have like excel?

QA



15:33 No. Well, it depends. It's generally, it follows the Aia document forms. Okay. I don't know if you're familiar with those. I am not, Aia is the American institute of architects. I.

DOROTHY

15:46 Is what it is?

QA

15:48 Anyway, a lot of our larger projects, all of our Construction, but a lot of our larger projects and stuff that is a standardized form and formatting that all of Construction regardless of the trade, everybody uses. Okay? That's for your schedule of values, your invoices, your.

QA

16:15 Lean waivers, conditional, lean waivers, change order, request for information or RF is all of those things. There are standard forms for those. And everybody uses all the larger GC and larger companies will use those because everybody's familiar with it. So there's no. Okay. I've got... service trades quotes here and I've got... I don't know who your competitors are service.

DOROTHY

16:45 I'm not telling you who they are.

QA

16:46 No, I know, I need to share with you. So who is the one that they have been? They have been hard on us.

DOROTHY

16:54 I know who it is. It's BuildOps.

QA

16:57 Who?

DOROTHY

16:58 It's build ups isn't it?

QA

17:01 No, it's not BuildOps. I did build not for me. I don't think we have a relationship. I don't know if they'll call back... service, tighten service anyway. So listen, I have to show you I was, so... it tickled me and I liked it so much. I keep it on my desk. I am not entertaining them at all. They sent a jar, actually, they sent two jars in a box. Well, it looks like a jar of aspirin, but they're a jar of mine. They look like aspirin but they're mine, but the whole sales pitch as terrible as this is not because we're a relationship company, right? So this is straight cold calling one one, but I get a box in the mail that says, is your current software causing you headaches? We have the

prescription up and like two jars of as. So the first thing I say is that can't be the fda regulations, you can't ship as and put your, you can't put ServiceTrade logo on a bottle that's not right? And I'm looking at I'm like that, is that any? And then I look at it a little closer, I read it and it's their breath. Man. I've never had one, never looked at one but I thought that's is a brilliant marketing strategy to send me this bottle of aspirin... the second when they send this folder and I'll be at the office tomorrow. I'll shoot you a little video or something of it, but it's a little folder like a cardboard folder. But when you open it up, it's got like a, I don't know, maybe like a six inch screen in it and it immediately goes into their sales pitch. Is it's a working video, I got. So it's it was shocking. I was like...

DOROTHY

18:40 That's cool.

QA

18:41 I wonder how I incorporate that?

DOROTHY

18:44 Yeah, those, I mean, that is kinda cool. But, you know, shot to their marketing team and the...

QA

18:49 They, they've gone on. I need to share those with you. So I might just package them up and ship them to you. So you can.

DOROTHY

18:54 Hey, man. Please, do I'd love to get that. I'd love to get that package in the mail so we can all ridicule it in the office or, you know, think about how this is fine. This is not a bad idea.

QA

19:06 Yeah, once you're up against the market, but anyway, so, yeah... if you're proposing format... if you send a proposal to somebody and even if I'm giving you the scope and you're in it, when you propose it in your format, and the way you dictate the proposal goes, I can take time to engage it and understand it and call through it, right?

DOROTHY

19:36 And...

QA

19:36 Then service tighten is sending me their proposal as they purposely believe that their proposal should be reading and all the things that they think are important to be in their proposal and I can look through it and kinda go through it. I can do my best to compare apples to apples across these, right? But at the end of the day, they're just different, you know, even if they're saying the same thing we saying in

different ways, they come off as different and some of that is salesmanship. And I get that. Yeah, most of the projects and stuff that we're involved with when they go out to bid from municipalities or large developing developer companies. And that sort, you know, they've done the Matt Dixon where they've already, they've been in the business long enough. They've done enough of these projects across their portfolio properties in the United States. They know what everything is involved. They've seen every sales dance. They are trying to cut you out. And there is no option for any of this stuff. Right? Best thing we can do is create or engage a relationship with maybe not the decision maker because that asset manager may be in to buyer in los vegas or somewhere, else, but we can, the person who's going to sell for us, right? We can develop some sort of relationship with them, have some conversations that are more off task than what they're trying to hold us to because all they want from us is our menu, right? When they come out. So they send us and they say they will. And the verbiage usually reads out, we will not accept any proposals not on this form.

--- Pricing ---

QA

21:20 And that form is basically just fill in the blanks. You, we, this and it costs us that much add one of these, we want this much money and they will break it out however they are wanting to break it out. Okay? And that usually depends on how the funding is coming and where it's coming from... you know, and in between what's labor, what's taxable anyway? So they're pretty much dictated to us and we have to respond to the RFP. Yeah, they're filing their format that they're looking at it. They got five proposals and all of them and it's just strictly number for it one. Everybody's quoting item one and here's the scope item one. Okay. Proposal four wins. Item two is that, you know, proposal three wins. And okay, total up some proposal two is the winner. You know, proposal two is deemed as a qualified bitter. They're awarded the bid.

DOROTHY

22:18 Okay. So when you're doing that, when you're pulling everything together, are you, you're using partsledger? I'm guessing to grab like your items list. I'm just gonna click through some of my animations while we keep talking. No, you're not, how are you going about grabbing that pricing list and everything right now?

QA

22:38 Calling a vendor and getting a firm quote on it?

DOROTHY

22:41 Okay. So you just.

QA

22:42 Calling multiple vendors, if we need to get multiple, if we're trying to get sharp about it, we'll call multiple vendors and see, you know, it just depends our modifier rate with our vendors moves and changes based on volume. Okay? So just based on where we're at, sometimes we're getting a better price from one vendor than another just because we're spending more with them at the time.

DOROTHY

23:06 Yeah. You in parts ledger, you can have those rules and everything where it'll pay attention to if you know, over X amount, we get, you know, a 10 percent reduced rate or something like that. You can have that stuff mapped out there where.

QA

23:24 It does it. Okay. Go ahead because most of what we work in is indeed commodities those prices change. They used to change once a year once every twice a year at first monthly, but they change weekly. Now, I mean it is cost with steel and copper or refrigerant or whatever. Though we've tried several times to log into our vendors websites and use their portals. And when we're logged in, we get our modifier and we get all that, all of that whatnot, but they still, since we don't carry any stock and we don't purchase anything, we only purchase it as needed. None of that stuff stays very accurate or up to date.

DOROTHY

24:13 Okay. And so...

QA

24:16 Why it doesn't sound like a big deal. Let's say a pound of refrigerant, you know, it may only change 70 cents, but I may need 600 pounds of it.

DOROTHY

24:26 Yeah, exactly. And that adds up just like if you're buying gas, you know, people like going over here because it's two cents cheaper and I've got to fill up and things like that. So now I get that actually is a good segway into this next little bullet here, which is the, do you ever feel like you're overlooking certain things like you are experiencing like some leakage and things like that just based on those rates or do you feel like by calling through to the manufacturers and talking to them and getting that exact number, you don't really experience that sort of.

QA

25:00 I would like to say we don't take shortcuts but our process is long hand and you take an occasional shortcut will swag a number or that stuff does happen. Okay? But it's not that impactful.

DOROTHY

25:16 Okay. Okay.

QA

25:17 And when we miss, when we miss something on an estimate, it's generally because we did, we get, it was completely forgotten or was not considered. Okay. So, you know, like we did a big killer project for gwinnett county, and Chris Martin forgot to add the money in there for the insulator, you 35,000 dollar here.

DOROTHY

25:39 Mean, Jesus, and so with that, like did you guys just issue a change order on it through whatever external system you just ate that? Wow, we Brad, but you seem so calm about it. So I won't make a big deal out of it. These are actually like the, these three things right here.

QA

26:01 Have you ever heard of the law of compensating errors?

DOROTHY

26:05 No, I haven't tell me.

QA

26:07 Okay. We believe, I believe in what's called the law of compensating errors in estimating... if you're genuine in your effort, let's just put it. That one, you're not going to mess up a job in oops, had an extra 35,000 dollars in it. Like you could possibly oops, left 35,000 out. But over the process of jobs and add to a minus, they generally all will weigh themselves out.

DOROTHY

26:42 Yeah. It's kind of the things work themselves out mentality like you lose in certain areas you gain in. So in the end, it's not necessarily a wash. It's actually ends up being a net gain and it's all about the positive intent.

QA

26:57 Yeah. And while we could and some of our customers do, some of our competitors do go back for change orders... I feel. And we feel our reputation is more... our reputation as experts or knowledgeable contractors is more important than what that 35,000 dollars may cost. I may lose two or three jobs in the market from gossip in hearing that. Did you hear forgot Installation on that job? Who would have and charge an extra 35 grand.

--- Pricing ends ---

DOROTHY

27:35 Yeah.

QA

27:35 How many jobs do I lose? Because what do you mean? I'm a professional contractor? I've been in the business almost 55 years and I didn't know I was gonna have to installate these chillers.

DOROTHY

27:46 It's a mistakes. No, I hear you though. And I actually really like this is part of the reason why when it comes to Brad box, you're just one of the most beautiful human beings I've ever known. And every time I learn more about you and how you operate and how you've been so successful, it makes sense to me it's like in, at the end of the

day or at the beginning of the day, in the middle of the day, Brad box is a good human being with a good heart and it not only shows in your personal relationships, it shows in your professional relationships, it shows with your customers. And then, you know, in the end of all of it, it's just like you're sitting pretty, you know, you have like a lovely little family, you have a good life going. Of course, there's things that happen but, you know, it's not all peaches and rainbows, but it's like you're you have.

QA

28:43 It's unicorn. Sometimes it's...

DOROTHY

28:45 Yeah, sometimes it's not... so.

QA

28:50 Not the little litter ice cream either. Sometimes it's bad.

DOROTHY

28:55 Yeah, no, I hear you. So. But yeah, so I mean going to like what you were referencing with the sales people that you actually bring on is kinda the mentality that they had when they were when we were all looking at Northboundary, and we're like, hey, this is a very industry specific product because Vince, the guy that he is, has been in the industry for 30 years and so he started to see certain things that were common maybe tied across multiple platforms and then pulled it all together to try to make it where say you do have a brand new sales person. I know that's not your thing, but they would be able to build out the same sort of proposals as your more skilled reps because of some of the what's the like configurability of it all. And so I think there's a couple of things that you brought up while we've been talking to each other that I'll be able to give you a little bit more detail on as we go through as far as how we handle like you mentioned with commercial buildings, not being like residential because you can't just like plug and play. And then it says like, yep here's. The same thing, you know, read repeat style, let's just go here's. Your, all right, Ted here's your H a system. Johnny here's yours, you know. So it's like there's a little bit of nuance or more than a little bit of nuance and knowing everything about what you need to do as you survey that location as well as knowing kind of what is needed when you go to send these quotes or proposals out. And it also sounds like often times and you can tell me if I'm wrong in this assumption, but it sounds like you'll send out a proposal and there may be multiple pieces to it, and then they go to compare those. And then they may say, yeah, I approve this part, item one from B and W, but I'm gonna go to Joe schmo down the street for item three because he gave me whatever let's just say like the lowest rate in that regard. So.

QA

30:53 The record, then we'll withdraw our bid that has happened to us.

DOROTHY

30:58 Okay.

QA

30:58 At the end of the day if we cannot have control over quality and finish and meaning, I'm having to either work alongside of or lean on other people's craftsmanship that I may not agree with. Yeah, it's just, there's no way to, there's no way to walk out of that with having a good job.

DOROTHY

31:20 Yeah, you got to protect the name.

QA

31:22 Like that has happened and that does happen and I generally think the people in our industry that try that either it's the ignorance and arrogance cocktail but they don't last long, but they do continue to arise. And every now and then you'll get one and when you, they generally municipality driven and it's some newly elected and you said it was a good person. But I gonna say jerk wide that just, you know.

DOROTHY

31:51 Whatever you want. I mean, you are being recorded but...

QA

31:55 It's it's one of those people that's like, you know, I'm gonna show how we save our constituents money, and then that they spend probably 50,000 dollars to save five. But that, that's where those bids generally will come from is break it out and these steps of the scope and we'll award them, you know, we're gonna work our menu together and get the cheapest possible Google as we can get out of this thing.

DOROTHY

32:20 Okay. No, that sounds about right. Honestly. So it's just like I'm trying to give you the data sets basically to say that, hey here's where I saved you money, but the real expense to that is the quality of work and yeah, you don't want to get roped into any of that. But yeah, so I'll click through these real fast but we're looking for taking everything and sort of automating it so that you don't have to do all this calling around and things like that. You're doing right now and of course, like we're good through the year. I'm not gonna crush you on any sort.

QA

32:57 You say automated meaning you're going to be getting the full price list from vendors?

DOROTHY

33:05 Yeah, I mean that's kind of my understanding of it, right? And of course, any sort of more in depth questions we would need to pass over to events just to make sure that, you know, I'm not fit in to you. I never want to do that. But from what I've seen with it looks like it does a lot of the thinking for you like kinda it's starting from the survey on to the signature which is pretty interesting. But yeah, we'll get into it a little bit more and you'll see some of that detail. And then, yeah, if there's outstanding, like we want to confirm that with, is that it'll go grab price list from

manufacturers because that seems a bit like that's almost like magic. So, and I was just...

QA

33:48 Yeah, I think it's probably gonna work off role thumb.

DOROTHY

33:51 Yeah, probably. And so was this last little bit about, yeah. So making sure that with all of this that we're capturing everything along the way so that you can really see exactly what's happening through your sales funnel the entire time. And so that's kind of what the main focuses of Northboundary are definitely this presentation. We do have a customer that is a service trade customer. Yeah, I'm sure you've seen blue hat and other social proofs don't you want this to be you, Brad, so, but no, so they are.

QA

34:31 I really don't enjoy running into people and going you're the right?

DOROTHY

34:36 No, you, you're too shy. Man. That's why we're gonna put CJ on everything from now on. Yeah, it's like it'll just be CJ phase and it's like he grew, is sales funnel by 75 percent. I'm just mentioning, I mean, maybe he could achieve 75 percent with the sort of visibility that he would have with everything. But, yes, they grew by about 50 percent. And then because of them also using service trade and basically the control that they had there. And then this control of Northboundary completely separate at this time, you know, no integration or anything. But they were able to take on all this additional work and only grow their technicians by about 10 percent. So it just kinda.

QA

35:20 I...

DOROTHY

35:21 Did that? I mean...

QA

35:22 Fine. Hold on... set more work that they have sold, who's doing that?

DOROTHY

35:31 Right. It's just like, I mean, it sounds a little wild honestly. I should sit down with Karen myself and say, hey, what, exactly what's going on there? Because?

QA

35:40 Yeah, that's a hard job.

DOROTHY



35:42 Yeah, they gave me the statistics on it and I was like interesting, you know, it is my customer. So I can dig in a little bit deeper on that, but this is something that's coming from marketing, right? They're the ones who can do all the analysis and stuff like that. You know, that's not really my thing. I'm like you, I work with positive intent and things just kinda work out in my favor because, you know, sometimes I, I'll take a negative hit of some kind, but then I have wonderful relationships as you know. And so from that, it's like I always kinda find exactly where I need to be as I work through each month. So it's nice. And I like hearing that, that's how you all operate. But I did wanna make sure that I hit you with the sizzle, my man because I have to. So.

QA

36:25 The other big disconnect here is that... it's... my guys right now are living in service trade. And if we did Northboundary, they would be living in service trade and Northboundary.

DOROTHY

36:43 Yeah. So are you doing like all your deficiency quoting and all that's happening in service trade, right? I would say to leave that even if you go with moving forward.

QA

36:52 If we love it, I mean, but... it's double entry. The main thing you've been preaching, you know, the accounting system and aren't you tired of double entry, talking about double entry and every referral that I've done and talked to people. They've asked me about double entry. This is double entry.

DOROTHY

37:10 Yeah, I hear you and there, but there is some automation to it more than like just what's happening over here at Northboundary, it'll push this information into service trade. So if they're looking at like a new customer or something like that, then they have that flexibility and I'll show you what I mean? Because again, it's like all this stuff. They must have just thought this through entirely when they put this presentation together. But yeah, so you can take the, and I'll probably reiterate this but you can take the existing information that you have and make sure it's all imported in here. And the reason why I would say like.

QA

37:43 You mean existing information like companies and locations and that sort of stuff?

DOROTHY

37:47 Yeah, like asset information, all that. So, and it'll show you a little quick like give a bit later on. But... the one thing...

QA

37:55 A question I'm sorry, it doesn't go with us. Can we, can you put a pin in it and ask you about assets and taco?

DOROTHY

38:02 Assets and taco bell.

QA

38:05 If you say assets in a bell, I remember the job and the problem we had.

DOROTHY

38:09 Okay. Let me just underline that a couple of times at the top of my page. So I don't forget, but yes, yes, we can come back to that. I love talk about. So let's do it... all. So you James presentation at day.

QA

38:23 Has brought it up several times since we, since we've gained this account, it's a bunch of taco bills around Atlanta.

DOROTHY

38:31 My gosh, we have the worst talk about it at.

QA

38:34 It is all bad. That's why James, even though I don't have this presentation, I've got some of the slides. So some of the slides are priceless and they're beautiful because I'm like we're really, we're doing to Bill is we don't do the three RS. We don't do residential, we don't do retail, and we don't do restaurants. Why are we doing toggle? Was?

DOROTHY

38:59 Up here? How did I get here that I'm doing?

QA

39:03 We're doing toxic swell.

DOROTHY

39:07 That's so funny. Sorry. So the way that they were able to grow since we were talking about the whole disconnect between the whole 50 percent and then the 10 percent tech growth and how is all that possible? Are these three things right here? So having an easy to understand sort of process right? Where it's like a little bit of even though I use this phrase earlier like it was, it doesn't happen but a little bit of plug and play and some of the controls that you guys have and the things that are already existing in there also being able to be flexible with those by those same requirements as well as really sort of simplifying it all, making it very visible to anybody like yourself like CJ like the salesperson themselves and things like that. So let me think. Is there anything else I want? Yeah. The other thing that I wanted to say right here was that this is going to be like remember how I mentioned three prong approach. So each one of these, I have a little bit more information three times except for this guy, this guy's got to for whatever reason. But yeah, just so you have

an expectation of like where I'm going as we work through stuff. And you can kinda sense when the end is because if you're like me, I just slide decks and presentations, kind of IRC me in a way. But this has so far been the best way for me personally to learn about what Northboundary actually does. And so again, thanks for being here with me while I talk through it and talk out you.

QA

40:49 For doing your best to stay on track although I'll try to get you off.

DOROTHY

40:52 Hey, man. I'm doing it. I'm doing it is what I do. It's like I always bring it back. People talk about my tangent but I'm like, hey, we also have an objective. So I'll always bring it back to the objective which is, I'm gonna get through this presentation with Brad. Yeah. So first thing that I wanna point out is how they can go through and do their site survey. And so something that I liked about this slide myself was that, hey, this looks kinda familiar. This reminds me of service forms and how you like scroll and go through it. And so it has that same sort of functionality. And then they can take it a step further using the OCR scanner and then grab things directly off of the template. But when they grab this model number that's where it gets like super snazy. Okay. So, sorry, I'm supposed to ask questions. Yeah. How long is it taking you guys to do site surveys right now?

QA

41:53 It depends as far as just gathering this information... again. It depends on access, but I'd say, you know, maybe an hour to two hours with a average equipment count. You know, it's hard to say some buildings we go in, we've got six things on the 20 eighth floor, six things in the basement and two things somewhere in between some things we go on and they're all on the roof and it's just a walkthrough. So it just depends on where we're going to gather the labor it takes to get there, get in, talk to the customer, walk around and get on. But it's relatively quick. Okay, the actual capturing and moving what that thing pulled up, you know, taking a data plate, snapshot uploading on the job. It's just somebody entering it into the asset. So it takes to enter into the asset.

DOROTHY

42:45 So you're collecting that information using service trade right now? Are you okay? Cool. I was curious if you guys used device magic to do those site surveys because I was like that's a way that you could do that.

QA

42:57 Eventually I'm gonna hire somebody that's going to be able to keep up with you all device magic is such an amazing tool that we need to expand more into, but we just can't get all out of our own way. We're doing, we do little by little. That is one of the things we wanted to do but we've not done with device magic yet.

DOROTHY

43:15 Okay. Yeah. Well, we can always come back to that when it makes sense because I know right now you have your two big balls, you're playing.

QA

43:25 Yeah, you know, and Chris out.

DOROTHY

43:27 So, you're Sage implementation and what was the other one?

QA

43:35 Sage and then dividing our plumbing and mechanical group.

DOROTHY

43:39 That's right?

QA

43:40 Right.

DOROTHY

43:41 Right. And Chris is telling me that it seems like it's in a better place now, but we can get it that we can put a pin in that too, just.

QA

43:48 In, in there on might be.

DOROTHY

43:50 Wanna make sure that we talk about that. But, yeah. So... when they do this though, when they put that model number in that's the nifty part, everything with the asset information that they do in the survey, it's gonna go ahead and move into the console of Northboundary, so everybody on the, in the office can see it too, but then pass that. Hold on. So you're gonna show us, yeah, I think it is gonna show. Okay, now, this is the part where I told you, we see a quick video of it taking the no, no, this is what I'm so sorry, Brad, let me take this back. Okay, let me get my head on, right? Gonna get this right. All right. So, when this next one, it's gonna show you that it uses that model number and you see it like hold on. Just watch it. He'll go into your actions. Give it to me. You see that model look up right there, yep, placed on that. It knows the asset information based on that model number.

QA

44:56 You know what that means? P KG, dash, DX gas.

DOROTHY

45:03 Pack it. I don't know what?

QA

45:05 A package units, not a split unit. It's a package unit. It's DX cooling, direct expansion coils and it's gas heat.

DOROTHY

45:13 Nice to see it. It's all there in the model name, but yeah. So it'll pull that and put it into the necessary fields for you, but.

QA

45:23 You told me this guy was his background? He was with link or link contractors. What not? Right? Yeah.

DOROTHY

45:31 Was a Siemens, I know for sure.

QA

45:34 Okay. Well, this is something early 2000, probably even late nineties was pretty popular in our industry and a lot of people were doing and it is good, it works, but it's one of those... we use an estimating software like this before it was from a previous link, a link guy, I guess that affected from Lincoln anyway and you put it in rooftops and it tells you, okay, it's point one, five hours to do this task. A point eight hours this task point and it adds it all the way up. And then it, once you put the equipment in there, it gives you everything you need for quarterlies and filters and belts and gives you belt cost and filter cost and all stuff. And it's as close as our commercial industry has come to flat rate pricing does and it does work. And it was, it is that law of compensating errors we talked about earlier where it may be slightly under, on some, it's slightly over on others. It does work in coating and pricing. So I see where I see where you're going with this here.

DOROTHY

46:43 Okay, cool. I love how you're always giving me this additional information too. It's like really enriching my industry knowledge.

QA

46:52 Okay. All right.

DOROTHY

46:55 Yeah. Is there a video? Okay? Over there?

QA

46:56 Yeah. I was getting a poop report, what daddy's dog poop.

DOROTHY

47:00 Report?

QA

47:02 A book yesterday. They're eight, we shouldn't be reading this book anymore, but read a book called the potty train. And the line in it was literally say check poo.

DOROTHY

47:13 My goodness.

QA

47:14 I didn't say it like I said, it just read it words, chug, a huge poop. But for now on with trains, I'm just gonna be check.

DOROTHY

47:23 Okay. But yeah. So I did wanna still with that first little bit here in there where he clicks into the actions that's where if you wanted to take everything that was existing out of service trade already and go ahead and put it in there. So you're not having that sort of double data and everything, it'll do that. And then it will work to fill in any new asset information for you guys based on that model number. So I thought that was pretty nifty. But then here comes the next piece which is like perfect little segway based on what you were just telling me as far as like it's as close to flat rate pricing as you had seen with that software link. And so this is sort of the same deal where it will pay attention to the equipment itself. And then it knows what sort of task go along with that equipment and then like filters and stuff it needs and kind of holding on to all of that information there, then taking it a step further. And this also reminds me of partsledger but using the different rules that you have in place to kinda keep track of your different labor. Yeah. And so, and then also like the I'm actually on the parts piece, my bad, see this is what I'm doing.

QA

48:48 This is not unlike, I mean this is a modernized version of probably the exact same thing we had back in early 2000.

DOROTHY

48:56 Okay. Interesting.

QA

48:58 And it was a beneficial tool.

DOROTHY

49:01 Okay. Cool. And so why you'll get rid of that though?

QA

49:05 It was no longer we paid an annual... subscription rate, I guess you would call it and we got access to the website or we can get to the stuff and then quit being supported?

DOROTHY

49:17 Okay.

QA

49:18 Just shut down.

DOROTHY

49:19 You...

QA

49:20 Get a hold on. Could you couldn't get money if they wanted to, just, it just went away.

DOROTHY

49:24 Yeah. I mean, I guess that's the nature of the game, right? That sometimes stuff.

QA

49:29 Sure. Somebody came along and wanted to buy it and took it or whatever and made it their own. And just, I don't know, but I...

DOROTHY

49:38 Okay. Interesting. But yeah. So it basically is, it's smart in the way of, it knows, you know, what work is associated with this, how much labor does this normally take? What size filters? How often do they need to be changed? Is their seasonal work that needs to happen and kind of breaking that all down for you? And then working off any sort of pricing roles that you guys have put in place. And then here's the part about the labor. It will also pay attention to your different types of tech labor and make sure to calculate all of that for you. But in all cases, no matter what, just like all stuff in ServiceTrade, you can come right in here and your sales person can choose to override that sales price. So when they wanna go and make sure like, cause this margin is what 32 percent across the board and they want to bring it down to like 20 or 15 percent. It's gonna sit there and pay attention to that, can continue to give them these different numbers as they change it. So then that way when your sales people are just being way too compassionate, they have that option here. But then they can also see the potential gain based on the rules that you guys have in place. So maybe they wanna give a little in one area and not in the other friend. Hi, how are you?

QA

51:01 This is Dorothy, this is Aaron.

DOROTHY

51:03 Aaron, I was like that's right? I was like, Aaron, have we met each other before? Maybe once?

QA

51:08 Hey, hi.

DOROTHY

51:10 Yeah. You came in to your dad's office, I'm pretty sure. And that's where I met you. And then Landon, I've seen a couple of times.

QA

51:17 Yeah, he has script throat. He's on the couch.

DOROTHY

51:20 I'm sorry.

QA

51:21 I'm working from home today?

DOROTHY

51:22 Yeah. I was wondering why I was like, are you off and you still took a two 30 on it's? Like, I appreciate you got a bit wild but yeah, no. So it's paid attention to all those very industry specific things for you guys and trying to cut down on some of that work for your sales people. So I know you're saying you kinda have a long hand process right now. And so hopefully this.

QA

51:50 It's not really.

DOROTHY

51:52 We...

QA

51:52 Do something very similar. This we sort of adapted and created and we use something similar, okay? A maintenance contracts is not that hard.

DOROTHY

52:03 Okay.

QA

52:04 As evidenced by this amazing software, there's no AI behind this is just somebody's put some numbers and some tables and it goes and picks from the ones it wants and fills the menu and pumps it out. If it's rooftop jobs. I mean, you could tell me how many rooftops and I can quote you a firm price. Okay? It's not hard to do... because we do it enough and we know what's involved and even if it's the intricacies of the little buildings or whatever it's not that much difference between rooftop job a and rooftop job or whichever... my problem with a double entry stuff or is still where and I know it's I'm trying to maybe over asking but the sales guy needs



to be... in one software or another. I want him in service trade because I want to get efficiencies, I want him to do quotes in there. And I want all that stuff recorded because service trade has always sorta been, but it's become defined as our record of truth and that's where all the numbers are coming from and where I see what's going on. I'm looking at our sales performance and quote numbers and stuff. There guys are then also having to go over here. And if they create a quote and they send it, are they sending it through Northboundary, or are they sending it through service trade?

DOROTHY

53:32 See this is these are fair things to ask as somebody who is so seasoned in our product. And I'm loving the whole record of truth thing because that's what we say over here is that service trade really should be your record of truth when it comes to consumption. Yeah, I think the biggest thing and I hear you too. I'm like I don't want them in two different pieces of software, but.

QA

53:58 And I'm not, the humans are generally lazy and they're going to do the least amount that is required. This, what's required? And yeah, my people are awesome and they always go above and beyond to a certain extent. I think less is more in this type of circumstance. If I'm not getting... all of the cool bang that I could be getting with Northboundary. But if I divide my guys out and I say, okay, I need to do this and this, I'm complicating the process and the service, trading these things in Northboundary. And I need to, I need to be able to look at Northboundary and I love the video, the introduction to it. And I mean that's why we initially start.

DOROTHY

54:48 Yeah, yeah.

QA

54:49 But if they're having to go over there and record their sales and record their pipeline. And then when they get a sale, they have to market is being sold and go back, it's there's a lot of then I have to go over and approve the quote and service trade or if they've seen the quote approved ServiceTrade by the customer have to go over and market off, it's just a lot of additional checks and balances that's what I like what I think needs to be integrated. This is neat... and the other aspect and I'm sure this does it because if it's what I think it is, it did it before, you know, what you're talking about is what we would just call a preventive maintenance program, then you have what some people would call total service are comprehensive where the mechanical contractor is then responsible for the maintenance and all repairs.

DOROTHY

55:38 Yeah. Yeah. I mean, you're you got me, you got me stuck for a second. Give me just a minute. I hear what you're saying and I know that there is some integration between the two products. So I think that maybe some of this hesitation as far as them being in the two platforms would be alleviated just by the communication itself. I can't speak to it though in great detail and I know that the time line isn't pressing right now, but that's definitely if it was like, hey, we wanna look at this because it might be Nancy to have something like this in place. I can make sure that we know exactly how information is gonna transfer over because the whole beauty of it is like, yeah, when you buy the service trade, branded products like

Northboundary, or service forms, is that we're gonna own, you know, the integration as well as any of that support on it. So it would just be about like, okay, here's what we need to move. And I know I've also heard that there's a lot of flexibility that can happen with Northboundary integration. But yeah, I just don't know enough and I don't wanna like, yeah, I never wanna feed you bull crap.

QA

56:56 I'm looking for... seasoning that makes service trade better. Not looking for other items on the table that I could take attention away from service trade to go to on. Does that make sense?

DOROTHY

57:12 Yeah, no, I hear what you're saying and I feel like that's a fine analogy.

QA

57:16 Even is, and this is a great product for that.

DOROTHY

57:21 Yeah.

QA

57:21 And if we weren't currently, if I wasn't overwhelmed or overwhelming my people with the current changes that we're having to go through operations because we've grown and we're continuing to grow. But if I wasn't cleaning up the operational stuff or if I was better at it, maybe, you know, I would be able too. But this right here, it was a no brainer before if it would have integrated, if it would be an opportunity like a score board where they're still doing everything the way they're doing it. They in service trade, putting locations and putting surveys in and gathering the assets and doing everything that we're doing it. Because we do that... most of our sales guys can go out and collect assets and do surveys, but we do that with our technicians as well because they love it and it exposes them to an opportunity that's not just a, hey, come fix this and leave, you know.

DOROTHY

58:22 Yes.

QA

58:22 It's it's the optimist side of our company of our business where you get to look at opportunity and be somewhat pump struck on the dream of man. We could do this and we could do this. We could do this. So it's good positive reinforcement for them to go see it. And then they get to understand the process a little better, stay down the road if they're if we're needing them to be an account rep or a salesperson, right? Yeah. So the surveys, you know, so much so that I consume or the company consumes, you know, an hour or two of unapplied labor to have a technician go and do the survey. It's good exercise for them. It gets them exposed to more equipment than they've probably seen or different equipment than they've seen and they're not under the pressure of having to fix something or having high demand. So what we're

all this currently in service trade? So does it make any sense for, even if it's even if you own it for me to pull people's attention out of service trade to work in something else. If it was, and I said earlier like kind of a store board, if they were where I would imagine is an opportunity, a phone call comes in, we do, you know, account manager, we dispatch or assign it to an account rep, he call, sets up an appointment. He and, or by himself or with a technician go out, do the survey, collecting information. We've created a what a ServiceTrade, not tentative. It's not a customer yet, but we can create pending customer. We create all that stuff in there because when I go to leave the job site, my edict is before you leave the park a lot, send a service link, let them know because.

DOROTHY

1:00:15 Yeah.

QA

1:00:15 Do yet. And the customer now has electrical issues and like safety issues and door closes the link and all this other stuff going on before bids are due in two weeks and he's not going to hear from anybody and this is gonna go behind his mind. Go ahead and with that shocking, send him that survey that service link survey and let him see how we communicate. Let him see how, what we found and he gets the pictures and he gets the comments and we introduce all the stuff with service trade. Then I'm gonna tell my salesman. Okay, now put everything on the service trade and go over here in the Northboundary and record all of what you did or go copy and paste it and move the CSV files or, you know, move all this stuff over here so that the record is now places. So to create an estimate where my guys right now are just creating the estimate in service trade off the survey and doing the PM proposal there. And then if it gets approved, well, now that it's approved rather than me downloading it or going through and downloading the CSV files and looking at, you know, what you've sold this past quarter or what you've sold this past month or whatever else. I need you to then go back over here and click the little box over here or move it, drag it from, you know... potential to sold or whatever to the different categories. It's just an extra step.

DOROTHY

1:01:35 Yeah. What I'm thinking in.

QA

1:01:38 I don't know that it adds value, enough value to sustain it the extra step.

DOROTHY

1:01:43 Right. And I think that in order to determine something like that, we would have to get deeper into what is truly available via the integration. The other thing though that I'm thinking is that we can get pretty creative because you all own every product except for Northboundary right now. And so, and I want it, I know you do, and that's why we're going to get there. But here's what I'm thinking like if we created a survey that existed inside of device I, so that your texts were still working in the same environment, and then had that information push into Northboundary. So then your sales people could pick it up to build out these more complex proposals which is funny because you were like generating estimates is not hard, was like how you started as I pulled this slide open, which may me kind of internally chuckle

because the note here on this is that, you know, building out these large proposals is pretty complex. And so to hear like it's not really that hard. It's good to have that.

--- Pricing ---

QA

1:02:54 Proposals are very easy to price and I say very easy meaning from a standpoint of we propose a lot of them and we don't lose money on PM proposals.

DOROTHY

1:03:05 Okay. We...

QA

1:03:05 Our estimates are generally are right on or within five percent one way or the other.

DOROTHY

1:03:13 Okay.

QA

1:03:13 I mean, it's and some of that is field driven technician driven. We let our tech know you got eight hours to do this one. You got 24 hours to do this one and they will lay the work out and these guys can shift gears and they do, you know, hey, this job, I've got extra time. I'm gonna, you know, get a little bit more or, you know, hey, this job, I've got to bang down and get through it and it's a team effort type thing. So, there's some of that. That's a lot of compensating ears. I say it, if you give me an equipment list, I don't even have to walk your job. If you give me an equipment list, I can give you a PM proposal.

DOROTHY

1:03:54 I love the.

QA

1:03:55 It's just not.

DOROTHY

1:03:56 Yeah, no, I mean, I hear you, right? It's like it's because well, you have 55 years in the.

QA

1:04:03 Hold on. Let me, I wanna make sure I qualify that.

DOROTHY

1:04:05 Yeah.

QA

1:04:06 Saying that it's easy, that does not include formatting it. Putting in a proposal, does not include all that stuff. I'm just saying coming up with the value of what we charge for that.

DOROTHY

1:04:19 Okay.

QA

1:04:19 I do want to qualify that because what all of this does is what that's doing is just getting to the value aspect. Now, what the previous generation of this that I believe we've had before it was called service estimator. But what we had of this before had lots of good templates and things for communicating with customers and code calls and follow ups and all of that sort of stuff. But what it really did well, which was the first time we ever experienced it was, I entered in the customer's information and I entered in the equipment information and then it created the proposal for me and it filled in all the blanks and it was a very professional looking, that was the thing we hated to lose when we lost it. Yeah... the estimating aspect of it was not the bang for our buck, the professional proposal.

DOROTHY

1:05:18 And results.

QA

1:05:19 Was so much so, and I don't mean, I don't mean this to sound terrible, but... no one is overly excited about the proposals we send to our customer in ServiceTrade. They're formatted well for HTML. If they're printed out, they chop in different half of pages or leave extra pages blank. And, you know, it's just and it's not a very. If you were to print it out back to that salesman, when we have the opportunity, I want it. I want a presentation. I want it presented. I want it, print it out. I want to, and I want you get a signature on it while you're sitting here that the old time sales stuff, right? I can't print out your proposal. It looks horrid.

DOROTHY

1:06:06 Yeah, that's it's made for.

QA

1:06:08 Good enough, but it's a, it's you know, there are things that are lacking in it presentation because it's bare bone stuff. And that's okay. And we have gotten used to that. It was an adjustment for us. But when you're getting the PM proposals or proposals where you're multi bidding on larger scope meaning longer time frames, these are annual three year contracts, you know, multiyear contracts or you're looking at, you know, 1,000,000 plus dollar objects or those type things, you know, you, you've got to have a more professional proposal.

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QA

1:06:46 Yeah, a lot of our competitors will take that customers RFP proposal and just pin in the answers. No, we're gonna scan it, put it in blue beam. We're gonna make it look professional. Yeah, you know, so all of that aspect, the time to actually make the proposal would probably be gained here. Maybe the last thing I'll say... do you know when people?

DOROTHY

1:07:17 Change... when people change?

QA

1:07:22 Do people?

DOROTHY

1:07:23 When they're when they're forced?

QA

1:07:26 Not, when do people happily change or terrible? When you change as coercion when the...

DOROTHY

1:07:36 A...

QA

1:07:36 Simple answer is when the cost of staying the same exceeds the cost of change?

DOROTHY

1:07:42 Okay.

QA

1:07:43 You don't change habits, you don't change procedures, you don't change methods or business, anything. You don't change just because, hey, try something different. You try, you change because... if it costs too much to make the change or if it's not justifiable, you're not gonna make the change.

DOROTHY

1:08:04 Yeah, it.

QA

1:08:05 Costs too much to remain the same. You have to make the change. And unfortunately, that's what creates late developer, late adopters and people don't move until it's too late, because they have nothing left to do. And we try to be early adopters. And I try to be forward thinking but my evaluation of this is the value of it

is not enough for us to change procedures or change our methodologies to incorporate this. And it does have great, it does have value, but it's not valuable enough for us to change that stuff to move toward it for what we're going to receive out of moving. Does that make sense?

DOROTHY

1:08:46 Yeah. Yeah. I hear what you're saying and you never know though if it's gonna be ops right up and you're like, hey, actually that return on pain is great.

QA

1:08:58 Maybe or maybe you come together and said, you know, what we've actually made this, we want to connect this and do these things. You know, what? Right now? You got... a, so.

DOROTHY

1:09:09 Sorry.

QA

1:09:10 What... the project?

DOROTHY

1:09:15 The project management, the budget management, and every.

QA

1:09:17 What's his name... Ryan had, you got in arts, you got there's, a lot of stuff going on at the moment. And I know you got a lot more people in your awesome... but I don't think this is to the point where project is slowly coming along. But when it started out, it wasn't... worthwhile yet getting there. But it takes time to develop. I'm 100 percent assured that this will get there. Yeah, but it's got to move in the shadows of and along with service trade is a record of truth and let this augment that process inside ServiceTrade which I know is not an easy to blend those two. Like now... it's like, are you in the automobiles or cars or been around cars much?

DOROTHY

1:10:19 I mean, I'm in around cars, so.

QA

1:10:23 As a young man, when, as when young men would get automobiles, you really wanted to take care of your car, you really wanted your car to be nice. You wanted to be nice, you wanted to upgrade, you wanted to clean it, you wanted to sport it. You wanted to scoop it up. You wanted to do different things, right? There's two ways of doing that. There's the invest the time in the effort and save the money up to make the impactful performance base changes. You know, they'll actually make your automobile more efficient but more powerful, faster, better handling, whatever you would do these things, right? And then there are people that you would run with and there are people out there that would, and we'd always call it the pet boys effect

because as soon as they got 10 dollars, they'd go to pet boys and buy an accessory for their car. And it might be a little Chrome sticker that goes on the side that says, you know, super sport or it was something that did absolutely nothing for the value of the car. But they added, so it was this.

DOROTHY

1:11:25 I...

QA

1:11:26 Was a great explorer. They added on, it was instant, it was instant image and impact and everybody was like when they pull in the high school park. And I was like, wow, you know, he got a six foot wing on the back of his little honda, you know, that was something, you know, everybody noticed it but it didn't make any major impact and did not benefit the honda. And.

DOROTHY

1:11:45 Yeah, no, I get you. Yeah. And I hear you too as somebody who's been around for quite some time as a service trade customer, somebody who has done the beta testing of multiple different things and it's fair to say too about project management, even where it's at right now still has a ways to go. And I think... with project management and with Northboundary, they're both steps in the direction to sort of bridge that gap where service trade is 100 percent wonderful for doing deficiency quoting like those really simple easy ones. It gets proved online. But like you were saying, the format of it when it comes out and everything for these larger proposals and pulling them together. That's where I think that this really does kind of shine for you. And so I know you mentioned the templates and slash, we've already got these up here and I mentioned them, I think earlier maybe on my first slide or something where the templates are in place already and they're gonna help you guys with building out these proposals. So that when you're grabbing like the different, I guess like sort of like task lists and things like that, it's already thinking for your sales people similar to how it was when it was pulling sorry, pulling out like labor rates and making sure that it's got the correct filter sizes and stuff like that. So it's just also, hey, let's make this as simple as possible by pulling together these templates. And again, we have a beautiful animation. You can have pretty much as many templates as you guys need. And yeah, you just select them, they go right onto the proposal. And so I'll move on from there. And then with that, we actually this next question, I already got the answer to it as far as like what sort of projects and things like that you guys are doing? So we know about the complexity of that, but you'll notice here, we also have these worksheets that are created and they're like they'll keep track of the pricing as well for you. And so then you can build out that hierarchy over here. And the reason why I asked this question earlier, you probably just picked up on it about like they approve pieces of your quote but not the whole thing. This would give your customers that option to go ahead and say like yes to certain parts, no to other parts, which more of a sales conversation. So that there's this chance of winning the full proposal as opposed to saying like, hey, you know, I saw that you guys signed on with, you know, XH back down the street and, you know, maybe they were more competitive. On the pricing and so, in that area where they're still at the 32 percent margin, they can drop down to like the 15 percent to stay within the realm that you've asked them to. And so having that sort of insight so that they can continue those conversations and help to build that relationship like what you were saying as far as like, hey, you can trust us and we're here to work with you. And so it just kinda, and then it's like, I see you accepted this part. Let's talk about the other



parts, like let's see if there's some changes and things like that we can make to get us all on the same page. Because here at W, we really care about the quality of your work. And so if we hand piece of this proposal to another organization, we can't stand by their performance the same way that we can stand by the skilled labor that we have over here. In fact, as your sales person, I was once a technician in this industry. So, I'm 100 percent understand some of the things that you guys are running into and our thing is longevity. We wanna make sure that you are receiving the maintenance that your equipment needs. So that in the long run, we're going to save you money, you know, and then like kind of getting into that and then showing on the human side of BW since it is like an order taker thing you said earlier, go for it.

QA

1:15:53 You just reading a script?

DOROTHY

1:15:55 No, I made that up.

QA

1:15:57 Is that Dorothy? Is that Anna? Is that Billy? Where did that come from?

DOROTHY

1:16:04 I'll read you what the script says right here, just so, you know.

QA

1:16:06 Did that come from?

DOROTHY

1:16:08 That just came from what we've been talking about and just kind of like, you know, I'm a salesperson.

QA

1:16:13 The skill that you had to recon that and put all that out. Is that, I mean, is that something you brought when you came to service trade? Is that something?

DOROTHY

1:16:23 You know, service trade has really helped to mold me. I would say like it's the only sales career I know before this, the restaurant industry. But my presentation of people is something that's pretty innate. I just have always been very personable and I like having conversations I active listen which is honestly something I think people should take a class on a. And so it's from that, I will listen to what you're saying and then take the things I already know and then I'll give you that delivery. So it's like, you know, I've been selling now here at service trade for four years and yeah, it's just a little bit of like maybe there's some natural talent there, but really service trade has given, thank you. Thank you can share it with your sales team since we do record everything at service trade. But yeah, so what?

1:17:19 Like them watching it will help them get it. I was asking, is that something, is that something natural? Or is that, where did you learn that? Or how did you come with that? Not very good.

DOROTHY

1:17:30 It's it's taking all the different trainings and applying those where I think a lot of people just in general when they're going to learn, they're like so prescriptive and templated as far as how they go about stuff. So then it becomes this, you know, it's like, okay, yeah, like I know you're reading a script. In fact, this whole slide deck has a script that I've barely stuck to at all. I have it here in case there's like a key point that I missed that I wanna make sure I say something to you but it's just, I can't re-descript, and it's something that I say all the time. I'm like user script as a guideline, but like have a conversation with people. And since I've been like the very beginning when I was cold calling before actually working at ServiceTrade, but I was on a service trade team through a different company. People are asking me about this and they're like how do you teach this? And I say like honestly like I should sit down and try to think about how this all kinda comes together so that maybe I can help people to take things like challenge or sale, which I love that you keep bringing that up throughout this thing because I mean, Matt Dixon, he's a very smart guy and you're right about the buyers being more educated. Now, you have more information at your fingertips. And so with that, they have what they need to know what they want before they even talk to a salesperson. Which is making being a salesperson a lot more difficult. That's why I'm like, thank God I'm over here on the relationship side where I have all this time where I've been working with you now for what? Three or so years? And so we've just really Ly, gotten to know each other and are comfortable with each other. And, you know that, yeah, I wanna sell you some stuff. But also, I like enjoy the interactions with you that I am trying to learn things myself. And part of the reason why I like working with people like you or like Jeff Lewis or like Ryan Draper is that you guys don't just sit here and like let me preach it. You educate me throughout the whole conversation which is just all anybody can ask for because the best way to learn is by staying engaged and staying present and not thinking about your own motives necessarily but thinking about, okay, how can I better myself from this interaction? And so that's basically where it all comes from. I know that's kind of like what the is you talking about? But that's what it is.

QA

1:19:55 Turn that into a sales pitch again. Yeah, very good.

DOROTHY

1:19:58 I mean, hey, I turned it all into a sales just again talking about a Nate, the skill sets. I just think I sell stuff. So even stuff that it's not service trade at all. Like I'm like I love this thing here's. Why people are like, okay, yeah. And I just bought that. But yeah. So this is what this because I keep telling you I'll read you what the script says for the slide. So it says the other capability that gives you a lot of flexibility and how you build project proposals are work sheets on the left side of the screen. You can see how this project is set up with the hierarchy of scopes of work. So that's what it says. And then I'm supposed to click and then it's gonna show us this video. And so, and then that's where are we at? I need to figure it out. Now. See this is why I have the notes. Yeah, this is going back to, I've already even mentioned all this stuff. So it just basically taking those different pieces of the proposal so that you could add in those

different tasking lists. And then it's gonna pay attention to the pricing of that and then throw it all in here. But there is a beautiful little gift on that. Yeah. And then again, this is just like how are you guys building them today? Which we've already talked about things like that. So we're going to move on to the presentation, right? Because this is what you're talking about professional proposals. And I've just been itching like crazy to get to the slide. So this is a pretty simple view of it too. It's just giving you that signature page, but similar to how you, with your quotes and your invoices and things like that and service trade, you can control that level of detail. You can do that here too. But outside of that, this is all created inside of word. And so that means you can get as customized as you want to with it making sure that it does look in a nice like look a nice way for when your customers do print it out or when your salesperson prints it out and goes to talk to that customer about it. So you do have that flexibility there as well as just, yeah, again giving that presentation to your customers so that you're not embarrassed by the layout or anything like that. Okay. That's just taking us back here. It's like we like we're back. We covered some of the things. All right. Let me bring this back again. How did that? Doesn't even make any sense? Sorry, this is what I get for following the script there. Now, I gotta get us all the way back. All right. And we're back to where we were click through it like we're just click drama grow here. All right. This is the other piece that I really wanted to show you because I love it.

QA

1:22:47 The demo video that you sent me before?

DOROTHY

1:22:50 You say?

QA

1:22:51 This was, this was part of that demo video that you sent me the link to before?

DOROTHY

1:22:55 Yeah. The seven minute thing. Okay. Yeah. Yeah. So I like this view here. It's actually what I operate in mostly when I'm generating my own task and stuff in Salesforce, but this is the view that it's all in. It's can ban style. And the thing that Vince did here that I think is really nice and I do need to ask a little bit more information, but you'll notice that there's some color coordination here at the top which I just love colors as, you know. But then if you check these out like this guy's yellow, that one's read this sky over here is gray. So it looks to me that there are very easy to notice flags here, that probably a representation of important things. So I would like to learn a little bit more about that. But it's just kinda going into making sure that everything is really nice and simple for you and that you can see it the whole time. Yeah. So we're going to go to this next guy. It's gonna show you that lovely little drag and drop that you've already seen on the video, so they can just move it down the sales.

QA

1:24:06 The automated, the quote was just approved in service trade, you know, the people that own.

DOROTHY

1:24:12 Yeah, yes.

QA

1:24:13 Make it move.

DOROTHY

1:24:15 That. Okay. So, I think, you know, and this is something again, we'd have to get the more detail on. But what I think is that if you were to market as approved and it was in service trade and working through that integration, then yeah, that would be like an automated step. This would be more so for those larger proposals where your sales person's looking at it and they're like, okay here's where I'm at here's where I'm stagnant a conversation.

QA

1:24:41 By the way, I have a version of this on a spreadsheet that every two weeks, all the sales men have to send me with.

DOROTHY

1:24:48 Okay. Okay. So this would take it where you wouldn't have to spreadsheet it anymore and this would all be automated so that you could just log in and look at it whenever you want once a week, once a day, really any time you want to. So with that... it's from the two week process with the excel sheet where you know, where things are in the sales funnel then, right? So in those two weeks, you're just kinda like you let your skilled sales people do their thing. Okay. Yeah. So it would just be like, okay instead of waiting the two weeks, we've got some information on that from a management standpoint. But then you have more reporting on top of that. So love quick site, this is gonna pull that quick site reporting already here in Northboundary, so it's not like we have to talk with Chris or anybody to have this setup and your quick site environment. Now, I'm sure we can make sure it's replicated there so that you're not necessarily needing to go into multiple places. That as a manager and same thing with CJ can just go right in and take a look at this in quick site. I'm sure that's perfectly possible. But with that, I'll go to this next guy where they talk through it a little bit. You have the ability here to filter. And so you see it's in sold. But then we can come in be like, all right, what's going on with the forecast? Then here in the middle, we can see, okay, who are my top sales performers? What exactly do they have out there? What are they already closed? Check out what they're doing as far as prospecting. That thing went a little bit too fast for me. So I'll let it come back through to explain that last little bit. So then down here, you know, you're also checking out those stages and then if anything's kind of inflated, you could look into that, but then you can click into it and it'll do that here in just a second where it's gonna take you right back into that.

QA

1:26:43 You can, you can break it down by salespeople or by customers.

DOROTHY

1:26:47 Yep. Exactly. So you are.

QA

1:26:49 Number all this on the.

DOROTHY

1:26:51 Yes, perfect. That's exactly what it's about to talk through right here. You could break down by office. Of course, all your salespeople could be assigned to office offices that are your salespeople can then drill down into themselves or you can drill out into a specific sales person that's what this little give.

QA

1:27:07 And if I had that many salespeople, this would be a no brainer.

DOROTHY

1:27:10 Right. How many do you have?

QA

1:27:13 Six?

DOROTHY

1:27:15 Six? Okay, manageable. Then. Yeah. So if it grew beyond that, I could see that maybe like closer to like 10, maybe then it would even make more sense.

QA

1:27:26 Yeah. Again, I see this on the horizon but it's just not.

DOROTHY

1:27:30 Not this year.

QA

1:27:32 Yeah, you will have you'll need a little more time to make it even more awesome. If that's a word, and then it'll be like, please give me more, give me.

DOROTHY

1:27:42 Of course, and we'll definitely help you or I'll let you know as everything kind of unfolds on this end. So, if I see something where I'm like and the integration is perfect, actually, let me tell Brad. I will do that. Of course, you know, I can't stand it. I got to show you everything, but, yeah. So I think this is our, yeah, all right. Here it is. You got more questions?

QA

1:28:07 How about that?

DOROTHY

1:28:08 Sign for a webinar?

QA

1:28:11 There.

DOROTHY

1:28:13 There we go.

QA

1:28:15 Create that avatar yourself.

DOROTHY

1:28:17 No. So Dylan on our team. So I think you met him at GW C. He held a training where it's called... my gosh. It's this book that we all had to read too. I can't believe I can't remember the name of it now. But basically, it's like a personality type thing where it will sort you if you're a lion, a monkey, a turtle or a camel, you know, lions being kind of forceful leaders, camels being very thoughtful, task oriented, monkeys being very much like we can go with the flow, figure it all out or you have your slow thinking thoughtful turtle that you could also end up as. And so we do this whole training. Sorry, I think my mom just came in... but you do this whole training and then at the end he has, I think it's a sister in law. Her name's Jordan. And so she came and joined us for a meeting and then she Drew all these little caricatures of us and he shared those out. So I was like, you know what? I'm gonna use mine? I'm gonna put it in the slide deck because I feel like the reason why I added it was because it ended right here... and it just that's not right for me and that's like we're gonna add this little picture of me. How can we be smart about it? We'll just say we got a sign up for a webinar, right? So, no, again, thank you so much for letting me do this with you because I can tell one that I need a little bit of work on how I move through the slides to, I learned so much more about how sales in the mechanical industry really operates.

QA

1:29:59 Because you...

DOROTHY

1:30:00 Know, selling is selling, it feels like and there's certain skills that you can apply in various places. But when it comes to a specific niche, like with me software sales, or with your sales people, it being installs, preventative maintenance, plans, deficiencies and stuff. You still need that extra layer of knowledge around what it is that you're trying to sell because you may have all the right techniques. But if you don't know any of the background, what the hell are you doing? So I really appreciate that. It's very educational for me. I did not forget about assets and talk about.

QA

1:30:46 Thank you. All right. So we're doing surveys and we're getting paid to go collect equipment lists... for a ball for all the like Atlanta regional, all the Atlanta restaurants and our technician that went out to the service. And we created the asset on the job

and added the photos under the asset on the job, but I can't get those photos to the job to the service. I can't share them with the customer. I tried to link the assets with the service. Let me open my hold on my service, trade up. Well, can you get, well, I guess I can share my screen. Couldn't I... yeah, all right. Let's see here. Hold on.

DOROTHY

1:31:41 Sorry, I just let him skip know.

--- Call Setup ---

DOROTHY

1:31:43 We're supposed to be in for past, but he knows one. I don't have anything to close for the rest of the weekend too. I'm in here with Brad. So he's not gonna GA.

QA

1:31:55 Let's see. Zoom share... what I mean? May out the other screen and now share no one.

QA

1:32:14 Excess, and so, I mean, one more thing. So now, I'm sharing information. What do you think about that?

DOROTHY

1:32:21 You believe this? We both can't stop working.

QA

1:32:24 You should really enjoy going to.

DOROTHY

1:32:25 See.

QA

1:32:28 While it lasts and you're good at?

DOROTHY

1:32:34 My God. Now, you have so many taco bell.

QA

1:32:36 Did you see this? Did you look at this?

DOROTHY

1:32:39 What would you be to?

QA

1:32:42 Atlanta that we just picked up 40 toggle about?

DOROTHY

1:32:47 I...

QA

1:32:47 Tackle to...

DOROTHY

1:32:50 Okay. But you're saying you can't share pictures with them?

QA

1:32:52 No, I gotta find, I gotta think added this.

DOROTHY

1:32:56 Holy mass. I can't wait to let James know about this.

QA

1:33:00 Don't because I don't wanna, I don't wanna be a comment or a reference at the next to?

DOROTHY

1:33:06 Well, I feel like it's too late for that no matter what you're on.

QA

1:33:10 Don't share that we're doing. Now, he may be able to get in and find out that we're working at taco bell, look. So just to see this was, you know what? I know? Kyle?

QA

1:33:27 Just received.

QA

1:33:35 Maybe it is.

QA

1:33:41 John?

DOROTHY

1:33:44 While you're pulling that up, you wanna meet my mom, Brad, since I've...



QA

1:33:49 Well...

DOROTHY

1:33:50 You wanna come in here really quick and meet one of my favorite customers. She doesn't feel like she's presentable.

QA

1:33:57 I understand. Yeah, I have a mom too.

DOROTHY

1:34:01 That to my mom.

QA

1:34:03 Hey...

DOROTHY

1:34:04 Fine. Hey.

QA

1:34:05 How are you? I'm good. How are you?

DOROTHY

1:34:08 He works at B. W mechanical. Okay. That's what I.

QA

1:34:16 Nice to make you.

DOROTHY

1:34:17 Thanks for coming in, mom. I appreciate you. Thanks, mom. She said, I appreciate you too. I appreciate you.

QA

1:34:29 All right. So, he put in.

--- Call Setup ends ---

QA

1:34:36 These assets and then like under this asset... is where he captured.

DOROTHY

1:34:44 The pictures.

QA

1:34:45 The pictures, but there's no way for me to share. I got it on my hands. No way for me to share this with the customer that I can find out.

DOROTHY

1:34:57 Right.

QA

1:34:59 I tried doing, I tried doing... a portal service portal because they can see assets. They still don't see those pictures. There's no way for me to lock them or unlock if I go to send it a service link, the, those pictures are.

DOROTHY

1:35:18 Yeah, they're not there.

QA

1:35:19 Not even available as an option for me to unlock. Now, these are other photos. So what we have to do is kinda change the way we were doing it. Now, the deficiencies they show.

DOROTHY

1:35:29 Yeah.

QA

1:35:31 But since we're going out and survey and equipment, and we, in our contract to do this, we've agreed to give the customer their full equipment list and ages and all that stuff, right? So we want to record it where we want it to be in the end game, but we've recorded it there and there's no way to share that. It's just for us. I can't share it with the customer. Does that make sense?

DOROTHY

1:35:57 Yeah, it does. And I mean, I'm not sure if that was like intentional or if it's just something where it might have been a little oversight as far as well. We just don't expect the technicians to actually be associating those attachments to the assets or, I mean, yeah, to the themselves and they expect them on the location page. It would make sense to me that if somebody had, if there's these pieces of equipment that there should be some way for you to share that.

QA

1:36:30 And this is the information that the customer has asked us to give them?

DOROTHY

1:36:35 Yeah.

QA

1:36:35 Beautiful, you already have a format for me to fill that out?

DOROTHY

1:36:39 Yeah. But with that with the asset list that they're asking you for, are you able to show, cause you can look at the assets in the portal? Is it not giving them all the information that they need there?

QA

1:36:53 Well... no, no. The way they can't pull it all out and put it in one place. So we're having to pick all of it and put it into some way to present it.

DOROTHY

1:37:06 Okay. Let me...

QA

1:37:08 Maybe had we put it all in Northboundary, I don't know it didn't work in service trade this time?

DOROTHY

1:37:14 See now you need Northboundary. I'm just getting, so, I mean, you might be right about that statement, but I feel like there's got to be a way that and I'm about to figure it out for you. I just need my computer to.

QA

1:37:30 I'm sorry, I get in at.

DOROTHY

1:37:32 No, you're good. I just, I wanna go into it before I started showing you to. Yes. Okay. So what I'm thinking you won't have the pictures, we'll still have the picture dilemma, but putting in your location name like to.

QA

1:37:53 Hold on, Dorothy. I'm sorry, hold on. I got, I can't move it.

DOROTHY

1:37:58 Good.

QA

1:37:58 Morning. Hey.

DOROTHY

1:38:00 How are you?

QA

1:38:01 Let go of the screen so I can move it back into my bigger screen. It's okay. But I gotta see my glasses. Okay. There you are, hey.

DOROTHY

1:38:12 Good. Good to see you too. Thank you for stopping in and saying, hey to me.

QA

1:38:18 Okay. So back to... where you?

DOROTHY

1:38:23 Okay. Here's, what we do, go, customers, locations, putting in whatever location it is, and then doing the export to spreadsheet locations and assets, like drilling down and then that will get you the information for sure. I do think that you bring up something that probably should be taken to product. So.

QA

1:38:46 Only, the only concern is we've never tried it that way. I don't know that we've ever added attachments under the assets. Tech mission, just learned a way that we've never trained them to do and went out and created these and I understand logically why he thought that way. But when he added those photos and then he finished and the account manager goes, you're picking me photos. Well, I did too. I took a bunch, they're under the asset, but they're not where they can be shared with the customer.

DOROTHY

1:39:17 Okay. Yeah.

QA

1:39:19 Have to remember right now not to add photos under the assets, but if you add them in under the job... they're all mumbled together. You know, there's no way to, there's no way to categorize them or line them out. Our other option was, okay. We'll just create an efficiency, not a broke or an operable deficiency. We'll create an efficiency for each one. That is the only way we could determine to kinda present this to the customer and say, here's how they can be organized each asset and the pictures of that asset. Okay?

DOROTHY

1:39:58 Okay. Yeah. I mean, I don't it sounds to me like there's something that there's a disconnect. It doesn't seem like it makes really all that much sense for that to be there. And it be so siloed, where only you guys can see it. What I'll do, I'm not gonna put in like an actual feature request because I'm not exactly sure how to articulate it but I'll take this here and I'll clip it and I'll share it with rynhart and in heart and a

direct message. So not everybody has to know you're working at taco bell. We'll keep that under our hats and I'll tell them, don't tell James that this is about taco bell. But yeah, no, I'll share this with them and then see what he says because he may, you know, as the product manager for the web and mobile app, there may be, he thinks of that. I'm just not, but then he might also look at it and say, you're right? This doesn't seem correct. Maybe it's something they can put into the road map shortly, you know?

QA

1:41:01 Question for me to generate. I mean, I looked around and played with a little bit and then we moved on. But since it came up, I wanted to share to see if there's something maybe we overlook.

DOROTHY

1:41:11 Okay. No, I appreciate you bringing it to my attention because that's how we either a better the product or two. We may have a process already there that you just even though you've been using the somewhere longer than I have might not have thought of because I'm getting all the constant updates in my ear. So one thing that I wanna mention is that your device list right now in service forms is inflated by about five because I know you...

QA

1:41:41 That's technician roles.

DOROTHY

1:41:43 Yeah, it's your technician devices inside of service forms. And so there's a couple of devices that are attached that are just labeled as being here. And let me just share my screen again... because they, they're labeled here. You see like an contractors and how it comes up a couple of times. I don't know if that's because you're like passing the device around and you need to leave it that way but you...

QA

1:42:08 No, that looks like a west thing or that's not. I don't think that's...

DOROTHY

1:42:13 Okay. That makes a lot more sense to me because I was like, we, I was like we just talked about how many devices he needs and this actually is the inflation that they're seeing in the numbers. So they, it just got brought to my attention right before I came into the call. So I was like, let me just take a look at it.

QA

1:42:29 I don't know if that has to do with the way we're splitting the account. I don't know when was that created? That was in 2020?

DOROTHY

1:42:38 1,112.

QA

1:42:39 November seventeenth?

DOROTHY

1:42:41 Yeah. So they look to be pretty old and they probably are something where we internally did some testing and things like that. So I feel like it's probably safe to deactivate all of these but, okay, you really just do it. Okay?

QA

1:42:58 And if somebody cries, I'll be, well, don't do that again.

DOROTHY

1:43:01 Yeah, it was like we can always add them back. Somebody cries like, hey, we'll get you back in there, man. But yeah, I'm just like I don't want them to say, yeah, it should be invoicing them for this. I was like, no, you're wrong. I was like this isn't really like just so we all know... and it looked actually like it was bigger inflation than it is actually due to some other discrepancies in the data, but I was able to be like, yeah, no to that. So now we're good. We're back to exactly where you renewed at. Yeah. So I just want to make sure we talked about that really quick. So we cleaned it. And so they don't keep coming at me and telling me I need to send out an invoice. No, I don't all right. So other than that with the asset talk be thing, I'll share it with Brian hard. And then when he gets back to me, whatever it may be, I'll que you in or clue you in on what we've talked about with Northboundary, I'll pay attention to anything that I hear about how like the actual integration works. And if I start to hear that, it's a lot smoother than what you and I are anticipating right now. I'll let you know, but I...

QA

1:44:14 Any value is added?

DOROTHY

1:44:16 Yeah. Yeah. Good point. So I'll just keep my ears open and then we'll get probably to the right place where it makes sense.

--- *Small Talk* ---

DOROTHY

1:44:25 But there's no need for you to beta every damn thing. So we do beta, my presentation. So thank you. That's all we need.

QA

1:44:35 It was done very well. Thank you.

DOROTHY

1:44:37 Appreciate it. All right. Well, I'll let you get to your family and I hope that Landon feels better. Give him a little hug and snuggle for me.

QA

1:44:44 Mount with strip. We don't...

DOROTHY

1:44:46 I mean, we'll give them a little high distant high five.

QA

1:44:49 All right, Bob. Hey, care here now, so it straight.

DOROTHY

1:44:53 I know, so you could just hug him. I got a good system. All right.

QA

1:44:59 Thank you. Yes, ma'am bye.

*The End*