ServiceTrade NorthBoundary Overview

Patrick ONeill with Infinity Contractors, Inc. and Pueblo Mechanical & Controls Inc
Recorded on 7/14/23 via Zoom, 25 min.

Participants

ServiceTrade

Patrick ONeill
Account Manager

Infinity Contractors, Inc.

Brandon Hunt
President

Other

Steve Kallan

Topics

Transcript

--- Call Setup ---

PATRICK

0:00 Good afternoon, Brandon. How are you? Doing... good. How are you? I'm well, thanks. My name's Patrick one, I work with the Northboundary and service trade. So, pleasure meeting you. Nice to meet you. Absolutely. Hoping to, are we going to wait on Steve or?

BRANDON

0:21 I'm not sure.

PATRICK

0:22 Okay. The reason I was trying to get on your calendar is infinity contractors is up for a Northboundary renewal and trying to understand sort of the lay of the land with modigent, and able and them and see who I should be talking with when it comes to the renewal contracts with like, the companies underneath all umbrella or how best to handle that stuff moving forward?

--- Call Setup ends ---

BRANDON

0:50 Yeah. So, I mean, I think...

BRANDON

0:56 A couple of things. One... I don't know why I'm having it issues.

PATRICK

1:03 Sounds good.

BRANDON

1:06 There we go. One is we don't want to have multiple instances, right? I don't want to have multiple subscriptions?

PATRICK

1:15 Okay.

BRANDON

1:16 So, that would be one thing, but before we even talk there, I want to talk about how we use Northboundary, right? And in Arizona, the team uses it primarily for a preventative maintenance estimating.

PATRICK

1:36 Got it. Makes sense.

BRANDON

1:37 Infinity uses it as that, but also use it as a service quoting mechanism, but also kinda uses the CRM portion of Northboundary.

PATRICK

1:47 Got it.

BRANDON

1:49 Moving forward, our CRM is going to be Salesforce across the organization. So infinity will be not be using Northboundary and all the facets that they use it today. So where that continues to leave us is a estimating software for preventing the maintenance agreements that we want, to have enterprise wide or at least have available enterprise wide. We've got a few places that have some stuff kinda dialed in themselves, but, you know, we want to have a platform available across all that is lack of better terms and modigent platform that we can put into what we call operating companies which are the affinities the pueblo and anybody else that have them, but ultimately to be kind of, and I don't know enough about Northboundary, whether labor rates are different in different cities, right? Markets are different in different cities, and tasking is different in different cities. And so I don't know how that works or if that's a possibility with.

PATRICK

3:00 What we're...

BRANDON

3:00 Talking about, but I mean, that's really more of where I want to start. The conversation is not so much about infinity, not so much about pueblo, but about, is Northboundary the right tool for what we need?

PATRICK

3:14 Absolutely. So when you talk about consolidation, of the plus of the affinities in your mind, you're talking about maybe consolidating the contract, right? But do you imagine parking everybody under the same instance within Northboundary, or are you gonna want those individual companies to have their own instances? But we, you know, negotiate with you all on the contract and, the users and all of that.

BRANDON

3:40 Yeah, most likely. And, and I, just like I said, I don't know... enough about it in the sense of instances, right? We've got pro core which I'm very familiar with instances, right? In pro core. Each one of our companies has their own instance and Salesforce. We have one instance as an organization and we are able to break it out within selections. But there's no financial implications to Salesforce that's why there's different instances, but we have Sage intact, which is our ERP, where it is a.

PATRICK

4:13 Yeah.

BRANDON

4:14 It is, it's one instance, but everybody is able to be broken out into their different companies within it. So, each business is different. And so with Northboundary, is it more of let's just say, hypothetically, right? We've got 15 different offices that also service that all are named something different, all owned by modigent. And we wanna get to knowing that each one's gonna have labor rates that are different and potentially tasking that are different. What is the best way to do that?

PATRICK

4:44 About it. Yeah. And so I know that Northboundary supports for like pueblo who has multiple offices operating under pueblo. It's very easy for them to create, a different labor rates, different mark up rates because things cost differently where, you know, depending upon where you are in the country. So being able to slice and dice your pricing that way completely supported. If we were gonna talk about migrating like an infinity into a pueblo all in one. And my opinion, you know, maybe we need to peak under the hood a little bit more, but that feels like it would be more pain than it's worth potentially as long as you all can operate them in their own individual silos, if you're trying to feed that into your ERP or into... your CRM, then maybe it would be worth us exploring pulling everybody under one umbrella. If there's limitations to how we can set up the integration with like a Salesforce for instance.

BRANDON

5:49 Because on my other side is, and I know this is probably a bit of a sore subject, but, our service business uses, they're not fully rolled out yet, but BuildOps, right? Which is obviously a competitor to service trade. And so, what does that look like? Right? If I looked into the future when everybody is on BuildOps, on our side, you know, in my mind, you know, our preventative maintenance tasking and estimating software would be able to sync with our... operating platform.

PATRICK

6:26 Absolutely. Yeah, your sales tool feeds into your ops tool more or less.

BRANDON

6:31 And so I'm thinking a bit out loud here, but, right, we've got Salesforce which is our initial input and sales tracking and CRM right? And once that opportunity, basically way we have our Salesforce setup is once it becomes a certain point of the opportunity, it needs to get estimated, right?

BRANDON

6:52 And depending if it's a project, right? It kinda goes through our pro core avenue. If it is a service quoted type of a deal, it's gonna go through BuildOps. And if it's a preventative maintenance, right? That's where we need that tool, right? Whether that's Northboundary or whatever it is. But to be able to have things to be able to push, right? And I know that doesn't happen overnight. But, you know, things to be able to push or sync back and forth. So, I'm not having service sales people needed to be in BuildOps, Northboundary and Salesforce.

PATRICK

7:22 Yeah. Understood understood, for you all, like, as a modigent company and is it something like you all are, but I mean, you all are going out and acquiring more of, these businesses. So in the next like three years, where do you see your growth in terms of additional acquisitions? Like if we're talking about sales users in Northboundary today, where in like the next three years would you imagine that number being?

BRANDON

7:50 I mean probably do.

PATRICK

7:52 Double. Okay. So you're trying to, yeah your bulk in a quick and this.

BRANDON

7:56 Two things we're booking up quick, but we have out of 13 operating companies, we have two of them that are using Northboundary today, got it, right?

BRANDON

8:07 And, and not all of the other 11 have robust service business. A couple of don't even have a service business, but, the goal is for them to have a service business. And so without even acquiring anybody, I've got 11 other offices that could potentially need to be on Northboundary or... they need an estimating tasking tool to be able to develop proposals.

PATRICK

8:35 Okay. I mean, you know, we got really excited about Northboundary. We love the product. We, we went out and bought it. So we love it so much. We bought it. So, I think in terms of the problems that you're trying to solve for these 11 other businesses, I think there's not a better tool out there for you all to use when it comes to your estimating for your preventative maintenance and tasking. So it's definitely within, you know, I would love to be able to continue to understand what it's like to get more of Northboundary into those existing businesses and also let's do a little bit of problem solving in terms of Salesforce integration with Northboundary. I know,

well, let me back up. It may not be a dive in the world true integration, but I know that there are connection capability abilities between the two. So we can solve for that. And being able to hook, your Salesforce into your Northboundary is something that we can definitely help you guys understand better as far as the renewal contracts we have coming up with these affinities, just because I got to go back, and talk to my team about this too. Is it, are we thinking? Let's let's see where we are. Let's start to consolidate and then maybe expand that out into these 11 other offices. And if that is the case, what would you like to see, from the Northboundary team to make you all feel comfortable about moving forward with the rest of those 11 offices and sort of consolidating all of this under one one roof?

BRANDON

9:58 When does infinity contract need to renew?

PATRICK

10:01 Eight 31?

BRANDON

10:07 And then, what about the Pablo one?

PATRICK

10:11 Tableau, it's I think they're already under, that renewal. Now, I can go do a deep dive on that one real quick and get you what you need.

BRANDON

10:19 Yeah, because I mean, I know, I don't know if you've been talking about now, but Bob far, my sales manager in Phoenix, I know has been talking to somebody at Northboundary, and, they've been working to get some things updated in there. And I know they've struggled with, you know, once Vince kinda did what he did with you guys, right? And we kinda lost some service. But even at that point, you know, Vince was a one man band stand. So... you know, I know there's been some struggle with it. And so, let me speak in a couple of things one I need to... you know, I wanna get an idea of where we're at with all of our Northboundary. I don't think anybody else has them. I'm happy to send you an operated company list that we have.

PATRICK

11:02 That be great. I.

BRANDON

11:03 Found in a different situation on a different type of platform for sales prospecting, but come to find out that one of our other businesses already had something I was looking at buying, right? And they didn't even know they had.

PATRICK

11:15 Yeah. I too.

BRANDON

11:16 So if I kinda wanted a couple of things one on one, get kind of the state of the union, right? Well, I'll send you a list of all of our operating companies. Do we have Northboundary and anything? And anybody else that we don't even know about?

PATRICK

11:29 Understood.

BRANDON

11:30 Right. So, I get that understanding with that. How many, you know, how many users do we have? And the ones that we do have?

--- *Pricing* ---

BRANDON

11:38 Because I understand that before we kinda paid for Northboundary, and the users were just the users. And now it's going a little bit more towards a user base price.

PATRICK

11:50 That's correct. Yeah, more in that SaaS model. So, and we're not going to be licensing all of your users. It's just the people that are responsible for the, what we call a sales user. So the ones that are putting the proposal together, not necessarily like, hey, I need you to review this and, okay, and it's more like the, you know, the reviewers and the, okay.

BRANDON

12:11 Yeah, because I know in two, there's like 22 users or something in there.

--- *Pricing ends* ---

PATRICK

12:16 And, and having talked with Bob, my understanding is a lot of them are there to support the sales motion but they're not the ones putting the proposals together. They're not the ones out there doing that. So what we're focusing on is, hey, what are the, who are the people in your organization that are making the proposals that are getting attached to those opportunities that are actually doing the sales work? We can look into these accounts and get an understanding of that through some new tools that we've started to build to better understand the usage of the product. So we can, once I have a list of everybody that falls under your umbrella even if it is just, the two we've already talked about. Then I can go do some homework and I come back to you with what I've found and then we can start to carve out what that looks like.

BRANDON

13:05 Sorry, I'm sorry, I thought of something here. Yeah. So yeah, I think first thing is I can send you that list but just understand who we've got, what we've got and then we'll be able to really kinda understand at that point. But back to just so I'm clear, I don't know if I got... are we better off having separate instances for all the businesses or are we better if we, to have one instance? Would everybody have to be kinda under the same labor rates and same tasking and things like that?

PATRICK

13:34 No, you can still slice and dice it by different divisions within different companies, where that gets a little potentially tricky is that you've just got more cooks in the kitchen, right? You've got more admin folks that are overlooking updating the different pricing, totally doable. I've got there's, a large mechanical client on the east coast that has 13 different offices operating within there. So if we think about it that way they, you would just think of them as different offices within Northboundary, more so than like different companies personally depending upon how you wanna connect this. And this is something I gotta go talk to events about. It may be the juice is not worth the squeeze to take everybody out, put them all under one. If we can just connect the different ones to your Salesforce instance. So it may be, we just keep them as is, but we can separate the individual offices underneath them. I think it really comes down to do you guys wanna, you know, take on some type of re, platforming where you're pulling everybody in, does that in five years? Is that better for you all than it is right now? And is the juice worth the squeeze at that point?

BRANDON

14:41 Yeah. I think we're... I think where the answer will probably come to head is when we start talking about... what Northboundary can communicate with as far as other platforms. So because Salesforce is one instance, right? And so if we're going to have Northboundary talk to Salesforce, it would probably make sense to have one Northboundary instance broken out by offices within there, right? That, that may be our answer there. If we can get it to talk to potentially the operating platform BuildOps, right? BuildOps is... I think that is one instance, but they're in different, right? I think they can do something different, but I think that's probably where our answer is gonna come is how we need to build that connection because we bring into that with Salesforce and... pro core.

PATRICK

15:38 Makes sense.

BRANDON

15:39 Salesforce. We have one instance pro core. I mean, now we have four but we're eventually going to have 13 instances. And the connector that we initially got for that connection can only go to one instance. And so we're kinda stuck in the water. So we're internally building a connector that's gonna allow one instance to go to different instances based on a parameter within the, you know, the selection field. So.

PATRICK

16:06 Are you all, do you have an in house team that can render that type of programmatic integration or are you all out just for my own curiosity to understand

sort of, what do you all have under your hood in terms of people that can code, and that type of stuff?

BRANDON

16:20 So up to this point, we've used outside companies, vendors, consultants different things. It's been, it's been a little challenging. And so, we now have somebody internally that knows how to do it via kind of a what do they call it? A middleware? I think is what they call it a workoto. And so they're they are attempting to see if we can solve our Salesforce pro core problem internally via work auto. And then if they are, then there's going to be confidence more that we could probably continue to build out some of the stuff internally because we are having a really hard time with third party consultants really actually being able to do what they say, none of them have really been able to. They all say they can do it. But at the end of the day, it doesn't happen or it takes 12 months and 50,000 dollars.

PATRICK

17:14 Yeah, I've yeah, picking up what you're putting down. I felt that painful too.

BRANDON

17:20 Yeah. So, so that, that's probably where a lot of our answers are gonna get answered is once we can kind of figure some of these things out. And I wanted to have this call just because I never, I've never really been that close to Northboundary, right? And affinities, got a pueblo, got a sales manager that I had before Bob, Steve walk is the one that actually this Northboundary came to us from a sales guy that I hired from North Carolina that used it. And we didn't really have a good prevented a maintenance estimating tool. The company that we used to use called service quote or... something like that went out of business. We used to have them. Our, our old CRM was going to be able to have it within it and again never been able to happen. So we went back to service quoted to get back engaged with them and they went out of business in the meantime. And we got stuck in an avenue that we were using, you know, our own spreadsheets and some tasking, kinda throwing some stuff at the wall, and Todd, what's the name it came from the carolinas use Northboundary. And he said, this is great, right? So we ended up implementing it in Phoenix in Arizona. And then after buying affinity and finding out just actually over the last six, eight months at infinity service sales team uses, it is really kinda picked in that I was kinda interested in service trade bottom and we talked to ServiceTrade about being our service platform. And so it's kinda been this like awkward, right? We, we didn't hire you. And now we're kinda still with you and are we still going to get service? Is Northboundary is still going to be around or is Northboundary gonna go away and gonna be service trade? And we're not going to be able to use it because we don't use it on the platform of the service business. And we're BuildOps. And so that's kinda been, the last couple of months just kinda waiting to see what happens and who to reach out to, and what's to happen there.

PATRICK

19:26 Well, just so you know, we are actively selling Northboundary as a standalone product today and we don't as far as I understand, we don't foresee that going away anytime soon. So we're selling net new into businesses. So, yeah, we're around. It feels like, the things we definitely want to get flat on the things I'm gonna go to is once you send me that list of clients is like, let me correlate that with the data that I have to see if there's any other people we're not aware of. Let me get an

understanding of the sales usage within the accounts that we do have access to that I can come back to you with that. I'm also going to be talking with the Northboundary team about the multiple instances versus one instances as it relates to connecting to something like Salesforce?

BRANDON

20:12 Yeah, Salesforce and bills. Yeah.

PATRICK

20:15 Yeah. And, and the other thing that I need to do because, I guess question for you is like, do you all in five years envision it being just modigent with no delineation between infinity and able? Like do you? Okay. So you're going to still keep the names in tact okay?

BRANDON

20:35 Each operating company, whether we're currently under fold or they are new to the business will remain operating as that name in their marketplace?

PATRICK

20:45 Understood.

BRANDON

20:46 Modigent, is clearly, I mean the holdings company, if you will... that kinda sits over top but, there is no immediate or five year plan that everybody will be called modigent.

PATRICK

21:01 Okay, great. Great. That helps a lot too because I can kind of steer sort of what the thinking about, you know, having different logos on your different pricing and proposals coming out?

BRANDON

21:12 And that's and that's part of it too, right? If, if we get to the point of really rolling this out to the different ones, I gotta have infinity be able to send a proposal with the infinity logo on and not the main logo on it, right? And Pablo is gonna send it, grant all the logos are gonna look the same because we're in the middle of transforming all of those. But still, it's gotta go out. That customer is gonna write a purchase order to infinity contractors or cable mechanical. They're not gonna write it to me.

PATRICK

21:37 Got it. Yeah, that's and that's where I went in my head. It's all right back to the logo, which you would think is sort of this throwaway thing, but, it really does matter. Yeah. So I like to reverse engineer from the logo back?

BRANDON

21:48 Yeah, everybody's their shirts, their trucks, their pay checks, everything's gonna come from, the place that is operating in that market. And actually, I know because I got to run to another meeting here. You, you actually go to our modigent website and go to companies. You'll see the full list of all the companies there.

PATRICK

22:06 Okay.

BRANDON

22:06 That might be easier than me forgetting to send the list.

PATRICK

22:10 So, let me go do that.

--- Pricing ---

PATRICK

22:12 When would be a good for next steps? Let me go do my homework as far as like any open renewals, it may be that just, if we, as we start to do this, it may be that we figure out the renewals as we go. And then if we decide we want to consolidate, then we can talk about like if you've paid for the renewal credits and things like that to kinda lock you all in because what I'd love to do is see what the rest of those 11 shops have gone and try and work with you all to get, you know, two three year deal, lock it in and with growth and stuff like that.

--- Pricing ends ---

PATRICK

22:41 So, but let me go do my homework. I'll go to the website. I'll grab the company names. I'll start doing that. I feel like we probably would need to swing back around if it's not at the end of next week, maybe the week after, can we go ahead and get a call on the calendar to sync back up on this? Would that be okay with you?

--- Small Talk ---

BRANDON

22:58 Yeah. Let's next week is especially later in the week is pretty tough. What about like Monday the 20 fourth and the maybe in the afternoon?

PATRICK

23:14 No sure. One o'clock you're Europe is Phoenix, right? So you're three hours back from me now, but sometimes two. Yeah.

BRANDON

23:22 Well, I'm currently in Colorado but I'll be back in Phoenix next week. So what you're on what time?

PATRICK

23:30 I'm in North Carolina where ServiceTrade is based out of I'm down here in Durham. So I'm on the east coast.

BRANDON

23:35 Okay. So.

PATRICK

23:40 I can do like.

BRANDON

23:41 A three o'clock... which would be Mountain Time that's getting probably that's probably five.

PATRICK

23:48 Yeah, but I work since the majority of my clients, I'm lucky that I have clients in every time. So, but the majority of mine are like mountain pacific. So I usually work until about six, six 30 eastern.

BRANDON

23:59 So if we could go three o'clock Mountain Time or two o'clock Arizona time, however you wanna look at it, that would probably work.

PATRICK

24:09 All right. So I'll go ahead and is there anyone else that we want to get on that call at that point? Or just kinda just do a follow up here? And then.

--- Small Talk ends ---

BRANDON

24:15 I think we do a follow up here. If, if I got some things I gotta get checked off on my side internally. And so if there's somebody else need to, I can just forward it.

PATRICK

24:26 Okay, sweet. I'll go ahead and put it on the calendar. I'm gonna make it 45. I doubt we'll use all of it, but just to have it in case, and then I'll send you the invite. We'll talk a little over a week. I appreciate you making the time to talk with me.

BRANDON

24:39 Yeah, thanks. I appreciate it.

PATRICK

24:40 Looking forward to.

BRANDON

24:42 Just kinda clear. So, so.

PATRICK

24:44 Absolutely. Have a good weekend.

BRANDON

24:45 You too. Thanks.

PATRICK

24:46 Bye bye.

The End