



# **ABM Building Solutions & ServiceTrade Consultation**

Joseph Summerell with ABM Building Solutions  
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## **Participants**

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# Transcript

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

BILLY

0:00 Good. Hey, I think I've got the wrong camera. All right. That's better.

JOSEPH

0:09 That changed very suddenly.

BILLY

0:12 All right. Where are you?

JOSEPH

0:16 I am down at oak island.

BILLY

0:19 Oak island. Okay?

JOSEPH

0:22 Is down here for the fourth? And then have an engagement party and rights Ville this weekend and I thought it makes sense to drive back to rally for a couple of days.

BILLY

0:31 Yeah. No, all right. Cool.

JOSEPH

0:38 Each of...

JIM

0:39 The...

BILLY

0:39 Island, you guys just run a place down there or what?

JOSEPH

0:42 My wife's family has a place down here?

BILLY

0:44 Okay. Cool. Yeah, I love south port.

JOSEPH

0:49 Great area. Yeah.

BILLY

0:51 I love south port. I fished out of there several times there's a little set of condos right there at the Marina.

JOSEPH

1:00 Ran the new boat from south port all the way up to right Ville on the last weekend.

BILLY

1:06 New new boat?

JOSEPH

1:07 Yeah. You know, that one I was talking to you about.

BILLY

1:11 115, the had the problems with the gas and the...

JOSEPH

1:15 All fixed.

BILLY

1:17 The, the injector or are?

JOSEPH

1:19 Yeah, that was it.

BILLY

1:21 I thought that was an old boat.

JOSEPH

1:24 Well, new to me a brand spank, and used it.

BILLY

1:28 Okay. All right. I don't know.

JIM

1:31 What kind of boats are we talking about?

JOSEPH

1:34 Fishing boats?

JIM

1:36 Well, what, what's the little fishing boat?

JOSEPH

1:38 I've got an 18 foot may craft?

JIM

1:41 Okay. Is that center console or a...

JOSEPH

1:44 There console?

JIM

1:46 Where do you, where do you water it?

JOSEPH

1:48 Where do you right now generally around south port or?

JIM

1:53 What state?

JOSEPH

1:55 Wilmington, North Carolina?

JIM

1:57 All right. Was stationed in camp lazune for?

BILLY

2:03 Hi, cool. Okay.

JOSEPH

2:06 Yeah. So, you're real familiar with the area?

JIM

2:09 Yeah, yeah, wonderful.

BILLY

2:12 Yeah, I was just in sneedpary.

JIM

2:17 No, that's needs fair. Yeah, indeed.

BILLY

2:19 Two weeks ago.

JIM

2:22 All right. Yeah. Well, yeah. Once you get kind of oriented to that, the pace, and the landscape and just getting around that area, it is very addictive.

BILLY

2:39 Yeah, yeah.

JIM

2:41 We drove.

BILLY

2:42 By the main, right? By the main gate. I had yesterday, I passed by the main gate for main course, air station, Cherry point.

JIM

2:51 All right.

BILLY

2:52 Over and have...

JIM

2:54 Yeah, yeah.

BILLY

2:55 Were you in?

JIM

2:57 When?

BILLY

2:58 When were you in you?

JIM

2:59 We, are, we're clearly.

BILLY

3:02 In the core.

JIM

3:03 In 2008.

BILLY

3:05 Okay.

JIM

3:06 I retired after 26 years.

BILLY

3:09 Okay. All right. Ura?

JIM

3:11 Rock, hey, we've all got blue and white stripe shirts. It's like we're all pirates.

BILLY

3:22 Yeah, it's kinda crazy.

JOSEPH

3:24 So, got some leftover patriotism from July fourth running through us.

JIM

3:28 Yeah, that's right. And there is the wonderful Karen. I see she is on board.

KAREN

3:36 Hi.

JOSEPH

3:37 Welcome Karen. How are you?

KAREN

3:39 Good. Thanks. How are you doing?

JOSEPH

3:42 I am doing great. Well. Thank you all for joining Billy and I today. I am Jay summary. I'm the sales rep for the southeast over here at service trade. And Billy Marshall is our CEO. Really, what we had planned out for today is just to kinda talk through what it is you all are doing.

--- Purchase decision ---

JOSEPH

4:00 Now, what you're looking to improve more of a general conversation about kind of what you're looking for? And hey, if service trade could be a good fit, we would love to dive deeper into an evaluation with you, but we are not the kind of folks that try and fit a square Peg into a round hole.

--- Purchase decision ends ---

JOSEPH

4:19 If somebody else would be better, we will be the first people to recommend somebody else for you. So, well, I guess let's start with kind of Jim and Karen. Where are you from? And how did you, how did you become a part of ABM?

KAREN

4:39 So I'm actually fairly new to this organization.

--- Type of work ---

KAREN

4:45 I've been here about four months now. So my background is primarily in corporate, it at a large manufacturing company. My last couple of years, I owned a franchise that provided cleaning services to residential cleaning services. So we are now in the process and I'll jump ahead a little bit about what we're doing.

--- Type of work ends ---

KAREN

5:12 And then... so we, as I've come in our technology here. I'm just gonna say is not modern and has gotten to the point where it doesn't work as expected. So, the areas we're really focused on are like a field service management area. And then the sales cycle before that.

--- Type of work ---

KAREN

5:41 And I don't know how much you know, about our franchises. We're focused now on our hvac commercial repair business. So that's the space we're really focused on.



JOSEPH

5:54 Okay.

KAREN

5:54 Kind of at a high level, broad brush what we're looking for. We're gonna just do an overall evaluation. This is part of it.

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

KAREN

6:04 And it will continue just to see what is the best gonna be the best fit for our franchisees and for us overall, and what's gonna position us to move forward and keep with a modern technology landscape. So... Jim.

JIM

6:28 Well, I guess the only little tweak would be it's not just repair.

--- *Type of work* ---

JIM

6:34 We're really a PM oriented company. We live and enjoy and have grown tremendously the maintenance base that we have contracts with commercial buildings to do preventive maintenance, and we have full guarantee contracts to include complete system replacement if need.

BILLY

6:54 Be...

JIM

6:55 Something very unique and we are very oriented.

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

JIM

7:02 And so over the years, we have developed as Karen now knows supplies. Yes... we have lots of spreadsheets and various applications I'll say, and that have been developed out of necessity to help support our processes. And so over the years though, as technology has changed, we have not, and so we find ourselves with, you know, very, they're good tools.

--- *Accounting integrations* ---

JIM

7:42 They just, they're not coordinated. They don't feed each other et cetera. And then, to absolutely echo what Karen saying, you know, our accounting and service management, you know?

KAREN

7:58 Mobile.

JIM

8:00 Capability and what we call our service management module, which takes an accounting system and makes it into something else, which may not be a good idea. Anyway, that package?

*--- Accounting integrations ends ---*

KAREN

8:14 A good idea. I...

BILLY

8:15 Think we probably know what?

KAREN

8:16 Yeah, I love.

BILLY

8:17 I love that you said it and not me.

JIM

8:22 The, the, you know, we're talking 10 years ago, there weren't any options, yes. So, we did what we did, and actually that bad habit started lordy early eighties.

BILLY

8:43 Yeah. So that's super helpful. And I think Aaron introduced us. So, I know that you guys probably are using XOI here and there as a sort of technician scalability application. We like Aaron. We've got a bit of a bit of a partnership in the market although I would say the integration right now is not super well defined or tight but we sort of have, we're kind of running mates in the market and that we're both sort of modern implementations for the market. I'll tell you a little bit about our company. I found that the company along with the cto, my co founder back in late 2012, but we've been working together for a couple of years before that inside of a national contracting company on the fire and life safety space and fast forward to.

*--- Customer engagement ---*

JOSEPH

9:42 Day.

BILLY

9:43 You know, we're not an accounting system. We, we focus on customer service and in particular customer engagement around a, let me show you the value I'm providing you such as you will write more checks for me to provide more value because it's easier to believe when you can see the value that's being delivered to the customer.

--- *Customer engagement ends* ---

BILLY

10:07 So, we had this idea of customer engagement that's a big part of what we do, but we're a mobile, we're a modern application, a multi tenant SaaS application focused on burn life safety, mechanical and the commercial realm. We don't do residential. We don't do to roofing guys. We don't do landscaping girls.

--- *Type of work* ---

BILLY

10:31 All we do are fire and life safety, which is alarm sprinkler, and mechanical all in the commercial realm. And the reason being is because it is a maintenance routine, followed up by repair. So it's maintenance and repair. We stay out of, we do like what we call owner projects in the Construction realm, but, we're not focused on Construction.

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

BILLY

10:57 We're focused on your service business that could, that could include commissioning and things like that, but it does not include year long multi 1,000,000 dollar hanging pipe, you know, stuff that's not what we're doing. Yep, yeah, we've got... between 1,314 100 customers. So we are the biggest in the space of modern applications for the commercial contractor.

--- *Pricing* ---

BILLY

11:30 We're about, we're just have 200 employees now, probably about 185. You know, we'll do about 32 to 34,000,000 in revenue this year. We, we grew 50 percent organically last year and we'll grow about 40 percent organically this year. So the business, we added 70 customers last quarter. So the us.

--- *Pricing ends* ---

JIM

11:55 I ask.

BILLY

JIM

11:57 Hate to interrupt, and I want you to continue. This is very interesting, but what do you attribute those growth numbers?

BILLY

12:07 People like you?

JIM

12:09 Well, there's gotta be something.

BILLY

12:12 Well, well, so, so the market, the reason we're even in this business is that historically the market tried to take an old Construction accounting system and what are Foundation computers, Sage? 300 Sage, 100 coins Viewpoint mic... you know, I could name five more and turn it into a collaboration system. Accounting was not meant for collaboration. It was meant for control. And so the idea that you're gonna take something this Construction oriented where if you lose control of your business because you've only got seven percent gross margin, you lose the business and you're gonna twist that and try to turn it into something in the service businesses where your margin runs 30 to 45 percent. And we're speed and customer service are the most, the thing that matter the most to say that that's how you're going to get there? Just makes no sense. And so we were the first modern implementation of a maintenance plus repair plus customer collaboration system to enter the market with a modern platform. And so I'd say that's why, and the market has been under served. The market needed this. So, you know, I think that's the best answer I could give you. And, and, you know, we're ambitious. We've got, we've got investors that hold us accountable to growth. And so, you know, when you've got somebody asking you every day, G, are you spending my money wisely to grow? You need to be able to answer. Yes, I am. And so we're very focused on growth.

JIM

14:02 Would you be interested in being purchased?

BILLY

14:06 Well, I mean our investors are always looking for an outcome. And so ultimately, they're here to sell the business. They're they're institutional investors. So they're going to sell the business. So the answer to that is yes... these businesses are very highly valued though.

--- Pricing ---

BILLY

14:26 Our last, our last evaluation was 220,000,000 dollars, and I expect our next valuation to be north of 400,000,000. So, but yeah, if you're in the market, I'm selling.

JIM

14:40 We may or may not be.

KAREN

14:42 You...

BILLY

14:44 So...

JIM

14:44 Tell me about your customers, you know, that's a lot of customers. Are you talking about individual businesses or technicians or users that, how do you define?

BILLY

14:59 Great. Our biggest customer spends about half a 1,000,000 dollars a year with us and has on the order of a 1,000 technicians, smallest customer spends about 2000 dollars a year and has four or five. The meat of the market is 15 to 20 technicians. That is, that's the market, right? That's where the market is. We probably have our top 10 customers probably spend, I would say 3,000,000 a year with us. So, on average, our top 10 customers are spending 300,000 dollars a year on average. And then, the remainder 12, 1,000, 290 are spending, you know, 27,000,000 with something like that.

--- Pricing ends ---

JIM

15:54 Okay. And that big customers, that kind of a corporate institutional type customer or is it a privately owned?

BILLY

16:05 Well, the one you'll know, on the commercial contracting space and mechanical is comfort systems, and, they buy one of our products, which is the Northboundary product, which is the sales product. Now, did you guys use to be link or known as link?

JIM

16:23 We are linked. Yeah, that's our brand. The brand is owned by ABM franchising group.

BILLY

16:29 Okay. All right. Well, so, the guy that wrote the link sales system is a guy by the name of.

JIM

16:36 It's Google.

BILLY

16:37 Google, then as a service trade employee. Now, we bought Northboundary, last year and comfort systems is our biggest Northboundary customer. And the mechanical realm, you're probably going to be, I mean, you guys aren't union, are you guys, are non union, right?

JIM

16:55 Half and half?

BILLY

16:57 Have, okay. Interesting. So on the union space, you'll probably know canestao, JC caniste, they're the largest mechanical contractor in the greater Boston area. They probably do 500,000,000 a year. They're our customer. Now, they probably only do 80,000,000 in service a year. A read is the largest mechanical contractor in San Diego, and they've been our customer for five, six years, and you're in Atlanta, right?

KAREN

17:28 Yes.

BILLY

17:29 Do you know, BW? Mechanical?

KAREN

17:33 I don't know.

JIM

17:34 No, I...

BILLY

17:34 Mean, we...

JIM

17:35 We happen to live in Atlanta, you know, except for living, very little has to do with Atlanta.

BILLY

17:43 Well...

JIM

17:43 Actually, nothing.

BILLY

17:45 Yeah... yeah.

JIM

17:49 We live here.

BILLY

17:51 Hers mechanical out of grand rapids is a big.

JIM

17:54 I know. Yeah, because of course, comfort man, they were my contractor, you know, quality mechanical.

BILLY

18:06 Yeah. I, I'm not sure if they're a customer. They, are they in grand rapids?

JIM

18:10 Well, they're on, they're yeah... wait, I'm having, a moment here. Yeah, green rapids quality mechanical, their comfort systems USA.

BILLY

18:27 Yeah. So, yeah. So, they could be, they could be a Northboundary.

JIM

18:30 They, are, they left link to go there?

BILLY

18:35 Okay. Well, anyway, so, so, you know, the fact that we bought Northboundary, you kinda talked about our focus. Our focus is on helping mechanical contractors sell and deliver more maintenance and up fit business that's what we do. And so, yeah, that, that's kind of story. I mean, if you had any more questions, I'm happy to answer them before I turn around.

JIM

19:03 Well, you are very knowledgeable. It sounds like what do you think about BuildOps? What is your personal opinion?

BILLY

19:14 If I had to use the metaphor, I'd say big hat, no, cattle. I think that they've got a great sales demo, but I think they struggle when it comes to implementing all the promises that they'll deliver in the sales cycle. What do you think of BuildOps?

JIM

19:32 We're not sure. I mean, we have a link franchise that has gone live with them. We have another one that's going soon and they've been on board. They've been live couple of months, I guess Karen.

KAREN

19:48 Yeah, since April first.

JIM

19:52 Yeah, that's right? April first. So, and we've you know, we've got a little dog and pony from them and... they, I mean, they're very convincing. They're very.

BILLY

20:08 Aggressive sales cycle, super aggressive and, you know, they're a third our size, but to hear them tell us, they do everything pro core, does everything we do and everything the service type. Does. They've been around since 2018 and somehow they've accomplished all that.

KAREN

20:26 To me.

BILLY

20:29 That's a head scratcher and so, I would say buyer beware in terms of believing every promise.

JIM

20:39 That's that's fair.

KAREN

20:41 Yes.

JIM

20:45 That is fair. You know, what? Let me add. I'm sorry, Karen. So... beyond, you know, a mobile app where technicians are getting work orders beyond accounting beyond, you know, a CRM beyond all that stuff. I've been thinking more and more about. We have so many metrics. We have so much subject matter expertise. As far as I mean, from a labor material, whatever it is, we know the right answer. We know exactly where you need to be. And if we had from a historical perspective, and I used to do this manually going back, you know, three years and collecting all the data. I mean, it would take me a solid week of work for one company to dig in and figure out exactly what's going on and where are they going. And so that information, it comes from different sources from.

KAREN

21:57 Sales and of course, account.



JIM

21:59 And the service management, you know, piece of the pie and labor and just sum up everything. I would love to. Do. You have any customers that are just extracting all this data from the various apps and presenting? I'm gonna say almost on the fly but not necessarily maybe it's dashboard oriented because it's a perfect dashboard. I don't know if that exists, but do you have anyone that's doing that that's mining data exactly the way they want it to produce the numbers that they can look at and say that's where we are right now. This is where we are at the same time. A month ago, or six months ago, or three years ago. Is that making sense? And?

BILLY

23:02 So, so, so I'll tell you it's a, it's the right challenge, right? We face that challenge, you know, every day, where we are looking at. So for example, today, we looked at our prospect based in North America relative to what we thought it was last year and how many times we touch each prospect during the sales cycle, and how many opportunities get created from that. And from that opportunity, how, what's our win rate and things like that? And it comes from multiple systems and we have data scientists that spend that's their whole job is doing that type of work. I will tell you that... your data is messy, right? Not yours. Your industry data is mess. Your different franchisees will have different levels of diligence about the way they collect equipment data and the way they manage that data over time. Historically, it was just accounting data, but increasingly, the data that's going to be important to you is your customers risk profile for the equipment they have. Because with the tech shortage right now, you got to have the maximum amount of planned work and the minimal amount of demand work because if it's demand work, you can't plan it and it interrupts everything and you've got very few technicians relative to the demand in the market. So they really need to be coordinated very tightly and without interruptions associated with equipment failing left and right. And we had the hottest day ever on record, you know, two days ago. And so failing, right? But I would say that you're thinking about the right... problem, I would say it's very early days because what you really want to end up doing with that, is send in, you know, I don't mean to be too clever about this but AI data engines into it and say, based upon not only my data but let's say a bunch of other service trade data that's anonymized, these equipment sets are at risk in the next year. And at the end of the year, I need to make a proposal to my customer that says, look in order for your full service contract to continue, that equipment is got to come out next year and be replaced in January or February or March because we cannot go through another risk season of that equipment putting risk on you and on us. So that's really where you want to get to. And right now we're in, very early endings for all of that.

JIM

25:43 Okay. All right. That's fair. I mean that, yeah.

BILLY

25:47 Very early in.

JIM

25:50 Yeah, it takes a lot done that, it takes a lot of work. It's...

BILLY

25:56 Is the right work to do?

JIM

25:58 It's hard and it is not pleasant. Okay. Thank you.

BILLY

26:05 Right work to do. And you know, just along that line, the one thing that's actually very unique about us that you know, you should ask others about is that given, our data model, which is company location equipment... we have a data object called a deficiency which is a risk condition.

--- Deficiencies ---

BILLY

26:28 A risk condition is any condition of equipment that is outside of the normal operating parameters that you'd like to see it in. And, and we define it is called a deficiency and the technician can record it. It can be recorded by a third party, right? A sensor or anything else, right?

--- Deficiencies ends ---

BILLY

26:46 And generally speaking, most of your work stems from managing risk conditions. And if you don't have a unique data model, it says, I can go straight to look at the risk conditions instead of having to go backwards through work orders to find the risk conditions, then you're already at a disadvantage, right? Because 99 percent of the time a prior risk condition that you identified as what's creating a problem for your customer. Right now, if you gotta go diving back through work history to see all the summary of all the risk conditions, you're at a disadvantage from your data model on day one. So that was a day one innovation by us. And that is probably the number one innovation that our customers appreciate the idea that efficiencies are identified, which leads to sales proposals, which leads to equipment repairs and upgrades before it fails, which leads to, you know, more predictable business for your customer in the future, right? Probably the number one innovation that we brought to market?

JIM

27:58 Let me, this may seem like a very odd question, but do you have a status icon that works for you? You know, one of the...

BILLY

28:09 Yeah. We, we, we've actually got three data scientists but they mostly work on our data, but you're going the right place, you're going to the right place. We've got 5,000,000,000 dollars worth of commerce flowing through the application every year. We, we've already identified the 10 percent of the commercial buildings in the us are touched by our customers every year. And so what are we doing with that information answer right now is not much, but we are to be doing more.

JIM

28:34 As, you know, what is statistically relevant and what is not. I mean, that... whether it's equipment and agreement or a business level? Okay? Thanks. And the only way I hate hated statistics. Yeah.

JOSEPH

28:56 So.

JIM

28:57 All I know to do is just go back and look for trends, go back and look for trends whereas, you know, if you get the data and just, is it statistically relevant, you got your answer instead of going through the muck to try to figure it out? Okay?

BILLY

29:15 Statistics wasn't my favorite either.

KAREN

29:18 Yeah.

BILLY

29:21 All right.

JIM

29:22 The little red buck, the little red buck. Do you remember that?

BILLY

29:25 I...

JIM

29:26 Everyone, if you took statistics, the little red back, that they yeah hated that book.

BILLY

29:33 Well, so, we, so I don't know, if you're getting out of this call, what you wanted out of it, you know, why don't I be quiet for a minute, and you guys, I'd love to hear?

JIM

29:44 I mean, Karen is brilliant and I want her, to talk. I just wanted, I just wanted to get some things out there. And I mean, you kind of probably know, I mean, I wanted to get a feel for what, what's in your 90 pound brain?

JIM

30:05 So, Karen.

KAREN

30:06 So I just had some more technical questions. So, how is like what, how's the technology architected and built?

BILLY

30:16 Right. So, Amazon web services is our 90 percent of our back end. We've got some Google scattered in there. We are a open system stack. I was employee number 70 at red hat. And so I am a, I am a Linux and open systems person.

KAREN

30:38 Or so.

BILLY

30:40 Our company has that culture. Although both products that we acquired Northboundary, and... the fire and life safety inspection platform. They're both Microsoft based. So now we've kinda got both. So we're kind of, and that inevitably happens as you get bigger if you go through any acquisition. So we've got sort of full spectrum of technology that supports the application.

*--- Access to information ---*

BILLY

31:07 It is a true multi tenant, sas application. It is not, we don't host each individual customers instance... our mobile technology, we support iPhone and android. The iPhone application is written in swift and the Amazon, excuse me, the android application is written in Java. So they are native. So, they are local on it's. Not a web app. They are native from the app store, they reside. And that allows us to do a lot of offline processing. Not everything can be done offline but we cash more and more sort of every release. We're caching more and more information such that the technician can have a good experience even when the signal is den. Were those were those are the type of technology questions you want to answer?

*--- Accounting ---*

KAREN

31:58 Yes. And just as a follow up, so I know that your main app has a database like do you have, is there like a reporting database or what kind of do you have around?

BILLY

32:12 Fantastic, great question. So, of course, the main transactional databases, is a SQL database, but everything gets sent to for reporting purposes goes to Redshift.

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

BILLY

32:26 So as an enterprise customer, you get your own Redshift implementation and you can we support Amazon's quick site visualization capability. So we, you can call us and we'll answer questions about that. But you can also point and lots of our customers, do they point PowerBI, they point Tableau, they point their technology, and then they augment their Redshift database with their accounting data, for example.

*--- Accounting ---*

BILLY

32:56 And then they may join with the data. And so they can use one visualization tool with two different data sets. So several of our biggest customers do that, which it sounds like that's where you were headed, what was in your?

KAREN

33:08 That's exactly right.

BILLY

33:10 Yep. So, so you will get your own Redshift instance with your data in it, normalize for report.

*--- Accounting integrations ---*

KAREN

33:20 Perfect. And then, so, I am not that cloud familiar in this multi tenant. So I'm just gonna ask this question and I'm sure it's obvious, but I just wanna make sure. So for our contractors, they would be able to connect to this reporting database and only see their data, correct. There wouldn't be any like cross data.

*--- Accounting integrations ends ---*

BILLY

33:46 We can set up one where you can see all of it.

KAREN

33:49 Okay. Perfect. Yeah. Okay. Awesome. That sounds great. Okay.

BILLY

33:54 And, and by the way that's easy, it's not like for you to do that. It's easy.

KAREN

33:59 Okay. That's what I figured. But I know I didn't ask, I would wonder.

--- Pricing ---

KAREN

34:06 Okay. So this is just more about licensing and how you license your product. Is it like concurrent users or like for a situation like ours, where we may be like have the master agreement and kinda manage what are the licenses for our contractors? How would that sorta be structured?

--- Access to information ---

BILLY

34:29 Well, let's set that aside for one moment.

KAREN

34:32 Okay.

BILLY

34:32 Typically, the way our application works, our core application service trade, not the CRM CPQ application is licensed by technician and it's not concurrent user. It's just, you know, are they active, right? Because they might, we don't measure how many are in any given minute. But if they have certain rights to use the mobile app and do certain things, then they are a licensed.

--- Access to information ends ---

KAREN

35:00 Okay.

BILLY

35:01 We do not charge for any of the office users. Our view is that your revenue is driven primarily by your technicians. And so your technicians are the primary unit of value that we charge.

KAREN

35:13 Okay.

BILLY

35:14 For the configure price quote in the CRM application, we license that by sales user, can they send create and send maintenance contracts and sales proposals to the customer?

--- Access to information ---

BILLY

35:28 Yes or no? If they can, then they're a user. But we don't charge for administrative users in that application. Either. Okay. Perfect. Now for you guys, my guest. So here's an interesting bit, unique piece of capability that we have that may be interesting to you and may not.

--- Access to information ends ---

BILLY

35:51 Okay. I would assume that each one of your franchisees would have their own unique account. They would have their account, right? And, and, but you can share work orders across accounts if you subcontract with service rate. In other words, your franchisees can coordinate for bigger customers out of the box, that is an out of the box feature?

KAREN

36:16 Okay. Yeah. So I, so I don't know how relevant that is other than we have a few other than a few that have several locations. So that would just be like how we set that up probably.

BILLY

36:29 And the locations don't even matter. This is more of a, hey, we're trying to take down a customer that has this spans across 28 states.

KAREN

36:39 Yeah.

BILLY

36:40 Like to send, the business to other link contract, we're gonna take the whole contract, subcontract out to the other link franchise.

KAREN

36:52 Got it. Okay.

BILLY

36:53 As part of our proposal to the customer. So they're always getting like ABM quality even though there are in theory four different businesses serving all those different states. They would see essentially one interface to you guys, and nobody would be able to see across other people's business, but the main contractor would be able to subcontract that work seamlessly to other link franchise.

KAREN

37:22 We don't I don't well, I don't think we currently do that, but I think that would be an interesting space to explore. I don't know what the opportunities are there. Okay? So anything else that you think we should know about your company or your product or anything we haven't touched on that you think is important?

JOSEPH

37:44 I'd love to show you all sorts of things about the product but that's really not why we're here. We can be here until... you know, if Billy, let me talk it all. All. What I'm wondering from all is kind of what your current text stack looks like that you're trying to look at replacing, understand it's kinda siloed in a bunch of different excel documents. But what is the office use? What are the technicians use? What are those? What?

KAREN

38:17 So we currently have what I'll call a customized Viewpoint that we call value builder, but we, so we took the Viewpoint and they did some customizations for us. So it's very similar to their product, but it has some make some link if things I'll call in there. And then for the mobile solution, we're working with SI on that. So it's not one product for the mobile and the field service management. Our accounting is also currently being done in, the Viewpoint value builder solution that we have, our sales applications which have to do with like price builders, some kind of system analysis and proposal builders, and various things.

*--- Accounting integrations ---*

KAREN

39:10 Those are all separate one off. Some of them are excel. Some of them are web applications in Aws. Some of those are in quick base. So we have kind of a hodgepodge of things, probably six or seven things that fit little niches over in just various things. And then the of the stuff is in value builder Viewpoint and ms to add to that.

*--- Accounting integrations ends ---*

JIM

39:42 No, I do have a real quick question as far as CRM and your mobile app that technicians use. Did you guys develop those in house or are they separate apps?

BILLY

39:56 So Northboundary is the CRM application that we acquire?

JIM

40:01 The, I don't know much about Northboundary beyond the name? Okay?

BILLY

40:05 Yeah, that's vents, old business. And I don't know vents was a long time link systems guy. So it's gonna be kind of from the same church that you guys worship in because 10 is a card carrying member, right? So, the setup of that should be very familiar in terms of the data model.

KAREN



BILLY

40:29 Contracts proposals, et cetera... as it relates to service trade, the deal service application, we develop all of that including the mobile applications as well. All of that is our development. Now, you know, just like with Amazon web services, there is, there are infrastructure components we use. For example, there's a PDF render. We didn't write the PDF render. Why would you do that? We didn't write the database, the, my SQL database underneath it. Why would you do that, right? So, we have oem or pay license fees to various infrastructure providers, for us to have, you know. So we don't have to do the engineering on things that are already developed. Why would we do that?

JIM

41:24 Okay. Thanks.

KAREN

41:26 So, one thing I forgot to mention as part of that is we do have a small group that uses Salesforce as our CRM so that's one tool. I forgot to mention.

BILLY

41:37 Well, I mean, Salesforce, you know, I guess the one thing, that I didn't mention that we probably hang our hat on is that if you will search for service trade API documentation, you will get back a organic link to about 300 pages of open API documentation that allows you to help extend our capability for the many applications you're going to end up using. So, for example, if you guys are heavily sales oriented, you're probably going to end up using something called atlas convext for prospecting. I don't know if you use that yet. You're already using X oi, which also has a set of pretty nice API. So you're not gonna find that one vendor, you know, does at all. The folks at Viewpoint would have historically claimed that, and of course, you found otherwise.

--- Accounting integrations ---

KAREN

42:38 Yeah, it's true. It is true. It's very true.

BILLY

42:41 And it's awkward that ms, I used to be their preferred partner in the mobile app space. And then one day they decided that wasn't the way it was gonna be. And because Viewpoint doesn't have open API, ms is kinda out on a limb now with, well, it's kinda hard to integrate now because they're kinda, you've customized it.

--- Accounting integrations ends ---

BILLY

43:01 And so, because you've customized it, we have to keep doing things that we'd rather not do because the API is aren't stable. I mean, are you hearing that conversation?

KAREN

43:10 No, they're not verbalizing that, but we can see it in how the product works. Like I can, I know what, like I can see through some of the conversations that we've had like I can see what's happening.

BILLY

43:23 And, and that's the problem when you don't publish your API and stand behind them, then the game changes all the time.

KAREN

43:31 Yeah.

BILLY

43:31 And you end up being on the wrong foot.

KAREN

43:34 Yeah.

BILLY

43:35 Which is why I guess the last thing I would say about, you know, what else would you add is that we're super committed to the API model that allows you to stand on stable ground as you add other technology components to your portfolio to serve your customer?

KAREN

43:53 Okay. That makes sense. So, the one because I know we're almost at a time here. So I do just wanna add one thing just about where we are in the process... we are working with. Well, hopefully we're gonna be working with the consultant to help us go through and do I'm gonna call it a gap analysis for care high level requirements, process flow type exercise?

--- Purchase decision ---

KAREN

44:18 It's been a while since we've done that, and I think that's really important before we start seriously looking at tools and everything. So we're working through that proposal. Now, hopefully, I don't know how long it's gonna take to get approved. But knowing that, let me just ask what would you think would be the next steps? Because I think it would might be helpful if we had at least some of that done before we got in more detailed discussions with any vendors, but open to thoughts about that.

BILLY

44:49 It's up to you guys, right? You know, I would think that as your process goes long, you're going to bring in some of, your franchisees to.

--- Purchase decision ends ---

KAREN

44:58 Right.

BILLY

45:00 Have an opinion and, you know, we'll just be here to serve you in terms of, you know, we'd love to show you the product when your time is. But, I do agree that the, having some level of sort of if you will, a set of plans for the future?

KAREN

45:19 Yeah.

BILLY

45:19 You start getting into vendors would probably be a good thing. Yeah, I've written a couple of books on this space. One of them is called the digital rap, that one's called money for nothing that's okay. If you want to understand our culture in terms of what we value in serving you reading at least the first six or seven chapters. And both of those would probably be valuable just to know where we're coming from.

KAREN

45:42 Okay. That's great.

BILLY

45:45 We can send them to you. You don't have to go look at their own Amazon, but we'll send you, we'll send them to.

KAREN

45:49 Okay. Yeah, that sounds great. Yeah, I love to look at that.

JIM

45:55 So, money for nothing. Are you a darn fan or?

BILLY

45:58 Not man. You hurt my heart. It's...

JIM

46:02 No, I mean...

BILLY

46:04 No, right now, right?

JIM

46:06 Do, are straight.

KAREN

46:08 So...

JIM

46:10 All right.

JOSEPH

46:11 What is in the world?

BILLY

46:13 1919 84. I was 18 years old and seven foot tall and bulletproof when that someone came up.

JIM

46:21 That was, hey, just so at that point in my life, I was sitting in open in Japan and everyone would buy stereos that's where you bought stereos for cheap and big stereos. Everyone agreed that song that's how you tested the stereo. It was that song.

BILLY

46:46 Yeah. Hey, did no come out of there? The no equipment? There used to be a popular equipment called. No, I put that.

JIM

46:53 Yeah, yeah, I don't think I ever bought any, but, yeah, actually, I think I did. I was back in the days where, you know, your stack of.

KAREN

47:02 Yeah.

JIM

47:04 How was that guy? But anyway, so that's on, you know, it does mean something.

BILLY

47:11 Yeah, it does.

JOSEPH

47:13 I'll be sure to send a copy of those books if you share just an address with me to drop it to. I'll get an email as soon as possible... as far as like as evaluation, have you going into things with consultants?

--- *Purchase decision* ---

JOSEPH

47:29 You never really know how long it's gonna take. It depends on how much they want to consult on. But have you all set any sort of time frame as far as, hey, this is when we wanna make a decision if there is one to be made. And this is when we have the funds budgeted even to make a decision, that sort of thing.

KAREN

47:47 So, the proposal itself that we're looking at map out a timeline. So, I'm guessing like September October timeframe would be when this activity with them would finish the last part of the activity. I think we'll get into vendors. So probably in, you know, September Ish, maybe end of August, probably September though, given the timing, maybe October, well, start looking at vendors hoping to come out of that with at least a good idea of the direction we're gonna go approving the funding is a different question.

--- *Purchase decision ends* ---

KAREN

48:31 I think we pretty much have to understand the direction we're gonna go and what the funding is gonna look like to approach our leadership to get approval for that. So that would be like a second step after we choose the vendor.

BILLY

48:48 Sure. Yeah. The, the one sort of just cautionary advice on the consultant.

--- *Type of work* ---

BILLY

48:55 A lot of these guys come out of the Construction space. So make certain that guys and girls make certain that whoever you're doing business with on the consulting side has the credentials in the services space and not just Construction. A lot of them are Construction counts.

KAREN

49:14 Yeah. So thank you.

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

KAREN

49:16 That's, good advice. I think these folks are pretty neutral, but we probably should talk through that as we're looking at the proposal and talking to.

BILLY

49:25 You already have, you already picked the consultant?

KAREN

49:29 So we have one we're pretty far down the road with and they gave us a quote that seems reasonable to me.

--- Purchase decision ---

KAREN

49:35 We're actually working through the actual details of the proposal. So we haven't signed anything or committed anything. So hopefully we're close because I'm ready to get started. We really need to get to a better state and it's a process, right? So everything will take a fair amount of time. So sooner we get started, the sooner we can get everybody to a better space.

--- Purchase decision ends ---

BILLY

50:02 Awesome. Well, we're here to help you. So just let us know how we can help.

KAREN

50:06 Okay. And having said that I will ask you a question, did you have some consultant or someone in mind that you think would be good at helping us in that space just out of curiosity?

BILLY

50:19 No, we probably have sorta the opposite. We have some folks... a few years back for example, we had a prospect down in Charlotte, get some, terrible advice?

KAREN

50:33 Not that.

BILLY

50:36 Yeah, old technology, you know, once I just like Jim kicked off?

KAREN

50:43 Who would have thought?

BILLY

50:44 You'd be buying another accounting product to try to?

JIM

50:47 Yeah, to.

BILLY

50:48 Try to try to square away your service business. And all it was all about back office efficiency and that, is that your constrained resource or your technicians?

KAREN

51:02 Some valuable.

BILLY

51:03 Resources, your customer. So generally speaking, you know, they need to be sensitive to the idea that getting the maximum amount out of your technicians is probably.

--- *Purchase decision* ---

KAREN

51:14 Most important.

BILLY

51:15 Way to value for your business and not figuring out how to do the back office just minutely better.

KAREN

51:23 So that's...

JIM

51:24 Fair. Yeah.

KAREN

51:26 Okay. I just thought I'd ask, but, I feel pretty good with the consultant we're working with. So hopefully we can get that kinda squared away.

--- *Purchase decision ends* ---

BILLY

51:36 Okay. All right.

JIM

51:37 You guys, have you guys been work with Greg lash? By any chance? That name ring a bell? He's kind of a consultant guy.

BILLY

51:45 To Charlotte?

JIM

51:47 No, California. Actually, he lives in Florida. Now, he's in Florida now, is it still in Florida?

BILLY

51:56 Ben is in Florida? Yeah, Ben is in beta, has a property in a fly in neighborhood because enclave plans, but he doesn't have a plan. He's in the market for a plane, I think. And, but yeah, Ben is still in Florida.

JIM

52:16 All right. Hey, and Joseph asked a very good sales question I sold for years.

--- Purchase decision ---

JIM

52:22 We have thrown big numbers to the president and, he said go go go. I said, yes, yes, yes, or we did. So don't worry about the money.

JOSEPH

52:36 Sounds like a plan. Well, I'm here to help you all move through it, at your pace. Our next step would likely be getting just kinda the three of us back together. Billy, you can join if you want, but to go through more of a high level demo so that you all can better understand really the nitty gritty of what we do. And then from there, I could go in and really work with any sort of individual contractors that you value their opinion and, but I wanna make sure I have the background to know, hey, this is what we wanna touch with him. This is kinda the direction we may not want to go from the higher level.

--- Purchase decision ends ---

BILLY

53:11 Just one other, I guess one other throw in. So it sounds like we really don't care so much about the accounting technology although we do prefer open API that mind given that you guys are a service business and not a Construction business. The Construction realm is its own special thing and accounting, we tend to lean towards NetSuite and intact, probably more towards intact because that has more contractor type features because it sounds like you guys might be wanting to modernize everything even though that's hard to do quickly. But there's probably our number one partner in the market in terms of having a modern contractor accounting infrastructure.

JOSEPH

53:59 That...



BILLY

54:00 They're not, they're not Construction.

JOSEPH

54:02 That being said, I'd look at both though I've known a lot of folks that are moving to NetSuite right now and they are very happy with it. And our partner who's built that integration has blown people's socks off with.

BILLY

54:14 Yeah, I would agree. NetSuite is better technology if you don't care about the contracting function.

KAREN

54:24 Okay. You're exactly right? You're reading this exactly, right? We need a full monitorization of everything.

BILLY

54:33 On her.

KAREN

54:36 So, I'm I guess weird because I'm excited. I think it's gonna be kinda fun. So.

JIM

54:42 The thing, you know, it is gonna be hard, but I will add the other component that will lead to our success and that is we have an amazing culture. These franchises. I mean, the ones I were, they're friends. I mean, I was, I had my boat, you're talking about boats. I took my pontoon boat, my tritune up to New York and went around Manhattan twice with a customer who's also a friend. So, yeah, we do stuff all the.

BILLY

55:16 That's good. Yeah. So, so I met a customer over in the Bahamas and we lived on his boat for three days and fished off of my boat for two days. And so we do the same thing.

KAREN

55:26 We...

BILLY

55:27 Do the same thing.

KAREN

55:29 That's great. Yeah. Okay.

JOSEPH

55:33 Well, we appreciate your time today really as far as next steps go.

--- Purchase decision ---

JOSEPH

55:39 Is there a certain time you want me to kinda reach back out to, you, see how the consulting is going or just check in once a month?

KAREN

55:45 So, yeah. So I think it'll be good to have a checkpoint maybe in three to four weeks, that will give us time to kinda see if the proposal is going and I can give you an update on maybe where we are and maybe I'll know a little bit better about the, what good timing would be for us to look a little bit at the product and what that might look like.

JOSEPH

56:06 That sounds like a plan. And right now, do you kinda see it being us versus BuildOps, in this evaluation? Or are you looking at other things as well?

KAREN

56:14 So I'm completely open and I think we have a few other things, that we're considering like I'm wide open. I'm not married to anything.

--- Purchase decision ends ---

KAREN

56:24 I don't even I'm not even leaning one way or another. So I would say BuildOps, BuildOps is in there, you all are in there. And then we have a few other like bigger things like Microsoft and some other things.

BILLY

56:37 Salesforce will show up.

KAREN

56:39 Yes, Salesforce that's right? That's real big with ABM now, Salesforce, right?

--- Purchase decision ---

KAREN

56:44 So we, so we need to do our due diligence with all of those. I'm hoping like we narrow that down pretty quickly like I don't anticipate doing an extended evaluation, but to answer your question, yes, they are more involved, okay?

BILLY

56:58 All right.

JOSEPH

56:59 Cool.

KAREN

57:00 Awesome. Thank you so much. Look forward to hearing from you.

*--- Purchase decision ends ---*

JOSEPH

57:04 Great. You'll have a wonderful afternoon?

KAREN

57:06 Thanks you too. Bye.

JOSEPH

57:07 Bye.

*The End*