



Mike Merrell:

Hello, and welcome to The Mobile Workforce Podcast. I'm your host, Mike Merrill, and today we are sitting down with Tony Merry. Tony is the Practice Director at ETHOSystems. And in today's episode, Tony and I are going to talk about ERP accounting and payroll systems and how they should be evaluated for modernization. In other words, what's happening in the market? What else is going on? How do companies leverage trusted advisors in order to make sure they're getting the most out of their system? Or if it's time to make a switch, Tony and his team are able to help companies to decide that. Thanks, Tony, for joining us on the team today. Sorry, start that over. Thank you, Tony, for joining us on the show today, looking forward to the conversation.

Tony Merry:

Thanks, Mike. It's an honor to be here with you guys.

Mike Merrell:

So I guess just to start right off the top, when do you think a company really needs to take a deeper look into the efficiency of their ERP payroll accounting system and determine if it's time to make a change?

Tony Merry:

Yeah, that's a good question. And honestly, I would say anytime is a good time, generally speaking. But we kind of find what I call the three P's. There's usually a pain that they're after, a price, or there's a pursuit. Something has changed that they're pursuing they don't have, otherwise known as a gap. So, usually that's what we're seeing. But typically, companies are going through an evaluation about every three to four years at this point, evaluating software on average.

Mike Merrell:

Okay. Well, yeah, that's pretty frequently. And I know in the past that has not been the case. The old Timberline

systems, you would see in there for 20 plus years. And I think the tide has changed there, but tell us a little bit more about that. Why every three or four years?

Tony Merry:

Yeah, and you're absolutely correct. The buying cycle used to be double digits. So when I first started in the software business, which was just about a decade ago, everybody was 10 to 14 years on a life cycle and maybe then they chose to stay on what they were currently using. Now though, with the way the world is evolving with technology with a competitive landscape of so many offerings being out there and available, and the ability of the SAS, the whole as a service, whether I should even say SAS, but something as a service, subscription, software, et cetera, those kind of things have actually enabled people to move a little bit faster and a little bit more freely than they were before. Because now once they're in the cloud, they feel that they have a path of least resistance versus now I have to take care of the hardware, the internet, all the local stuff as well as the software as well as the training.

So I think just the evolution of technology finally coming into the construction market with that SAS environment has probably expedited that. And let's just be honest, in the past decade, we went through 2008 to 2011, '12, people recovered pretty cleanly without software. So without software, and now what we just experienced in the last couple years is, to be able to go work from home or work remotely, it forced the change on people. So faster than they were comfortable with, but they knew they had to.

Mike Merrell:

That's a great point. So that quote, unquote, "crowbar", that budge things loose has really opened up the conversation you'd say. Is that right?

Tony Merry:

Yeah, absolutely. Absolutely. And also it's cyclical. So we're seeing companies that came around, let's say, three, four years ago that are on paper time sheets or still doing AP invoices on paper in manila folders. And three years ago maybe the price was too high, the software was too complex. They were confused. And now they're coming back around for the same functionality people have been shopping for for the last 20 years. So we're seeing adopters of new technology for them that's been old in the marketplace, like digital time cards, digital AP invoice processing. And for them, it's still revolutionary and brand new, even though for someone like us, it's kind of almost antiquated process now. So we're seeing a big chunk of our clients getting more technology forward in a slower adoption. But...

Mike Merrell:

Interesting. So, tell me this, in the past, obviously, there was resistance just for the sake of change or comfort, whatever else, what should a company be doing to make the determination of whether it's time to switch other than just the time period like, "Oh, it's been long enough now maybe we should look"?

Tony Merry:

Yeah. I would say there's a couple indicating factors that I always listen for when I'm talking to a company. A couple of those are, how many things are they doing outside the system in Microsoft Office, whether that's Word and Excel? How many reporting processes take longer than it takes to have this conversation if you have to run a report and come back in an hour and see if it's there, or if you have to monitor your system? Anything where I believe multiple people are involved with moving a physical piece of paper, so whether that's a drawing, a time sheet or anything, I think that's a point when you can say, "Okay, if multiple people are touching it, surely someone has thought of a software that could do it."

So that's where I would start looking at an opportunity to enhance. And that's even before getting into the actual ERP processes and multi-companies or anything like that. But when and what, there's a lot of indicators there. But I would say anytime you start having to do anything outside your system and it doesn't feel right

is an appropriate time to start looking and raising the questions.

Mike Merrell:

Yeah. I like that, when it doesn't feel right. That makes sense. So if you've had cause to pause, then maybe you should really spend a little more time and be more curious about that.

Tony Merry:

Absolutely. Absolutely. You may have bought a manufacturing product for construction and they have jobs in cost codes and it just... Actually, I say it doesn't pass the sniff test. It just doesn't smell right. It's there, it works, but it's not enough and it's not efficient. So, when your overhead starts increasing to manage or process a single process, I think you have opportunities to investigate with software.

Mike Merrell:

Yeah. That's a great point. So there's obviously a lot of cost involved. I mean, systems can be expensive. Obviously, as you and I both know from our experience, sometimes putting the system in place is more costly than the actual software licenses or subscription itself. Right?

Tony Merry:

Yes, absolutely. Absolutely.

Mike Merrell:

So that being the case, how does a company determine the return on investment or the ROI for something like that so they feel comfortable from a financial standpoint making that decision and making the move?

Tony Merry:

Yeah. So that's always a good question as well that we face a lot is, what is going to be the return on investment? And depending on the functionality in the case, whether it's replacing the whole ERP, maybe it's just replacing a payroll module, so a digital time capture, or maybe it's the payroll provider. So the ROI in that case could be... Well, you have a reduction in

overhead being just less people touching the paper and the ROI could just be magnified by the hours spent. So that's a nice and easy one, but some of the other ones get a little more complex, that actually they're less complex than they sound. But the Section 179 Discounts where they can write off the software, there's a tax benefit. And as we know, we've experienced it, people buy in cycles: when do they need to spend the money and when do they have no money to spend, and we all know when to take vacations.

But, yeah. The ROI by each product is going to be different, but most of the time, it doesn't result in a reduction of staff. It results in an efficient use of your staff. So instead of chasing loose ends, they're actually tying knots on things all day. So instead of trying to assemble the rope, they already have it at the end and they're just putting a bow on it, so to speak. So the ROIs can get pretty deep. A recent client we had, the ROI was simply that they didn't have to double check their own numbers. That was it. They trusted their numbers. They didn't have to run a tape. And they were literally running tapes not even in Excel. They were running tapes on their own numbers every month.

Mike Merrell:

Yeah. That's a great point. I'm a business owner, you're a business owner. I don't know if you can put a high enough value on peace of mind and confidence in your data, right?

Tony Merry:

Yeah, yeah, absolutely. And being that the confidence needs to be there in your data, and that's where we really fall in is we're a confidence booster as a business partner is, we spend as much time as needed with anybody to make sure that even if they're replacing a functionality, that their confidence going to happen and that the end result is actually better than what they hope for. So that's where I think leading up into some other conversations we're having, is that working with someone that actually knows the ups and downs and has been in the role, like yourself and myself have been in those shoes, is really where our value and the return on investment comes in is working with someone that is not in it for a financial gain.

Mike Merrell:

Mm. Yeah, I love that. Trusted advisor is a great term that always speaks well to me, and I know people like to hear and view their partners that way.

Tony Merry:

Yeah, absolutely. Absolutely.

Mike Merrell:

I mean, you mentioned digital time capture, you mentioned AP invoice and routing. What are some other things on the ERP or construction software solution landscape that you're seeing that are making a big impact today?

Tony Merry:

Yeah. To be honest, Mike, everything is up in the air. Everything is fair game now. From the ERP's, one of our clients we have builds in Colorado, builds in the mountains of Colorado and also builds on a couple West Indies islands. So he's traveling back and forth and back and forth and has a multicurrency need. Now for him, he's been on Sage 300 forever. It was a natural progression for him to look at a cloud product. And fortunately, we are there to assist him and guide him into a cloud product. But we're seeing everything. Human resources. So we were fortunately, and this is weird to say, we were blessed when COVID hit. Make sure those edits are in. We were blessed when COVID hit because healthcare and construction were deemed essential from the beginning. And I don't know about you, I've never met a construction company without an employee.

So all of a sudden employees can't come to the office, can't do this. They're relegated to the job site and job site tracking and metrics. So we saw this overwhelming surge of work from field enablement, work remote enablement. And the largest surge was in HR, how to deal with employees and communicate with employees, and as rules and safety plans and company trainings had to update. Then we saw the big push when the payroll protection plan, the PPP tracking and metrics came out. Well, half of the accounting office at least, or I say accounting, but the back office at least was working from home or remote desktop. Now, we all know what that looks like from a home environment.

So we really saw no exception to the rule, people wanting to do remote takeoffs from home. Typically, estimators are sitting in offices with large planned desks, plans everywhere, and they're not doing things like that from home. And all of a sudden we have the need for, "Hey, we need large screen capabilities. Does your software generate in a 4K monitor? It's like, haven't been asked that before. So, those kind of things. Like, "Hey, we're putting in 45-inch monitors at our employee's house to do estimates on." It's like, "Okay, well let me check." So everything was kind of thrown up into the air as far as enhancements, technology, remote, and all of that just causes questions, which puts people into a buying mode. And they may be steered correctly and may not, depending on the sources they reach out to.

Mike Merrell:

Yeah, those are all great points. So where does the on-premise versus cloud solution conversation play into this part of the discussion, from your perspective?

Tony Merry:

Generally speaking, it's a level of comfort of the end user, the client. We have people that you have seen I am sure, that will get every dollar, every penny out of every investment they have ever made. And their office is in their mom's house and their server is in by their... So we're going have people that have that. They want that control of their data. They don't want it in the Googles or all of that. I can tell you from a new customer adoption, two-thirds is web-based and we're seeing a huge uptake in our on-premise base that start looking for cloud technologies, whether that's a cloud hosted server or a web-based application. But so far, if you look at it, our install base, our existing clients versus our new clients coming through, it's probably 50/50. Half want their software, they want it on their server. They want control, their nephew's our IT guy, or maybe they have an entire division.

Also, we're seeing a lot of our larger ERP clients, the ones over a billion that embraced Microsoft Azure and all that for self-hosting environment, they have found out that due to data storage requirements, as in how much it costs to storage a terabyte data, they're actually moving back to their own local physical servers. So we've seen quite a bit of people that have

this huge IT department and PMO office that were all cloud based that are now bringing their financial applications for security in-house with ransomware and X, Y, Z out there. So, yeah, that's kind of a tricky one. But I would say probably half and half, needle's moving towards cloud. We're in construction, so the needle moves slower than other industries and it's moving towards cloud. But half our clients coming in, they have that server they just spent. "Hey, are we compatible with Windows server 2022? I just bought it." So the on-premise is still a conversation we're having every day.

Mike Merrell:

Yeah. That's a great insight. I haven't heard it described that way in the past, so I appreciate you giving that detail for sure.

Tony Merry:

Yep.

Mike Merrell:

So one of the other things that we're seeing, and this is just common in technology in general, but we've seen a lot of mergers and acquisitions, and companies maybe going public or having private equity investments put into their business. How is that having an impact on the end-user of the customer at this point?

Tony Merry:

In our experience, it's actually been a negative experience for the end-user. So, especially speaking when companies go public, when mergers are happening, this company buys this product and assimilates it into their portfolio. Typically, we're experiencing our customer's dissatisfaction with the merger and starting a buy-in cycle, looking to replace it because they don't feel like they are a customer anymore. They feel like they're a stockholder symbol. So generally speaking, we're not a fan of it. We don't like to see it. We can't stop it, obviously, but our clients are very aware of when it happens. They very much feel it, sense it, know it when their product that they've been on for quite some time has been invested in by venture capital or gone public because the focus

typically does switch from support to new customer attainment.

Mike Merrell:

Hmm. Interesting. Yeah. Psychologically, for sure, I know that the approach would have to be a little bit different.

Tony Merry:

Yeah.

Mike Merrell:

And so when things are different, then obviously behavior changes too. So...

Tony Merry:

Absolutely.

Mike Merrell:

Have you seen cases where it became better in the long run for the customer?

Tony Merry:

No.

Mike Merrell:

It's a long pause.

Tony Merry:

No.

Mike Merrell:

Okay.

Tony Merry:

No, not better yet. And I'm thinking in my head, and it is not even ERP related, it's directly tied with IPO. So do they have the capability and possibility of rectifying that and becoming what they were before? Sure, sure. But you're a stock symbol, you have a shareholder, you

have a new customer goal. So that's where customers are feeling, "What am I paying for now besides NASCAR?" Whenever I have a chance, I'll throw that one in there.

Mike Merrell:

I saw that. All right. So how important do you think it is for companies to have that coach? I mean, we use the term trusted advisor. To me, those are kind of the same thing, in their corner when they're making these types of decisions instead of trying to go it alone.

Tony Merry:

Yeah. I hate to oversimplify it, but with the availability of information these days, the amount of research you can do and educate yourself on as a buyer prior to reaching out to a software publisher or a partner is great. I would say, as soon as you realize you're not the smartest person in the conversation about the software, reach out to a business partner that is not with a publisher and get their honest opinion. So as soon as you don't know, as soon as you start guessing as a team, because everybody's doing this as a committee, a committee of buyers, a committee of functions and features that they need that they're evaluating. As soon as they realize that they're not the smartest person in the room when it comes to software, which may happen day one and it may happen the last day, but at some point it is always good to ask someone that does know the software, does know the actual companies that are putting out the software and has experience with all of them, with clients.

So I would say pretty much anywhere from first day to last day, as long as the question is being asked of someone and whether that's a business partner like myself, a lot of CPAs will also guide you in a good direction because they have experience with software providers. But, yeah. As soon as you know you're not the smartest person in the room, ask for help. There are companies that help you from point A all the way through, like James Benham company does as well. There's software selection companies that help put together those things. But, yeah. For us, you could call us the second something doesn't smell right in your current system.

Mike Merrell:

Hmm. Interesting. So are there some just general bullets that you would say the company should be looking to outsource or bring in professionals for these types of services? I mean, a few core steps or critical pieces that they should really bring in help outside to do?

Tony Merry:

Yeah. I would say, well, really documenting workflows and processes. So they know their current processes. Most people, that's why they're buying software because there's something broken in their process or they don't like it. Almost a hundred percent of the time I deal with a customer, they have not documented their process and the inefficiency of trying to get through a conversation of how do you do an AP invoice when four different people say it differently. So my recommendation is, you're going to pay a lot of money to a subcontract, a consultant, a business advisor to do your workflow processes that you already know you want. So my recommendation is as fast as you can come up with your current processes in a documented form, let someone else look at those. Let someone else look at your functionality and see because you may have the correct software just the wrong implementation as well.

Mike Merrell:

Yeah. That's some great insight. And I love that you pointed out the documenting of those steps, and really as a team, really agreeing, coming to a consensus like, "Hey, here's the real list." Because otherwise, you're going to... As a software vendor in our company, we're presenting to the information that we get. So if that's not agreed upon beforehand, then we might need to either do multiple presentations or pull back until they kind of come to some decisions. Right?

Tony Merry:

Yeah, exactly. And just like any relationship, it's all about connection, whether it's a software sale or a business to business sale. Just as a trusted advisor, if you don't have that connection with someone because you've missed a point or you didn't speak to that part of the audience because you didn't know they were going to be there, those kind of things, that all really

just helps build that rapport and build that trust in the trusted advisor is, "Let's see what you have put yourself out there, make yourself a little vulnerable, show us where you're not good, and then that way we don't have to pick at scabs and wounds and all that to get those kind of details." So...

Mike Merrell:

That's great advice as well. So obviously you mentioned CPAs, tax advising organizations, you mentioned James Benham and some of the things he does. You're with ETHOSystems. I mean you guys kind of have the full service side of things, right? I mean, you do cloud hosting as well and other services. What's a list of some of the things that you guys do?

Tony Merry:

Yeah. So really we're implementers and supporters of the Sage accounting and platforms and complimentary solutions. So from a sales and education aspect all the way through just implementing, migrating current systems, working on data. And then really a vast majority is the support of our current clients as PPP rolls out, or Affordable Care Act when that came out, installing those product updates and compliances, working on custom reports. And again, a lot of it, like I mentioned at the beginning, the three P's, you got your pains, your price, and your pursuit. A lot of the times we're finding the pursuit and the pain from our professional services. And it has nothing to do with the sales effort, just as much as it has to do with a, "Okay, this process needs to change." So I think if I were to say it, really, it's really the professional services is what we... Yes, we provide software solutions in sales, but that's usually a one time effort. And after that, it is all client support.

Mike Merrell:

Yeah. I love that. You're you're basically saying the software is the tool that gets you to the data that they need. And then you guys put together the roadmap of how they can start enjoying that data.

Tony Merry:

Exactly. And we sell a piece of software one time and we deal with the people forever. So we work with the

people, really, we work with the people that are using the software. We don't work with the software. And that's where we kind of differentiate ourselves is that we really are pretty geeky about our clients being happy and confident in the system. So that's where I say we're focused on working with the people, and if something can't work in the system the way they want it, ETHOSystems, ethos, ethics, we will ethically tell you that, "That's not feasible. We need to look at this third party or we need to look at moving you to an ERP that has that potentially."

Mike Merrell:

That's back to that trust advisor definition, right?

Tony Merry:

Yep. Absolutely. And free is always the best option.

Mike Merrell:

Love that. So what about other professional services? I mean, you mentioned a few. Are there any other areas that you would recommend companies bring in a professional from outside to help with?

Tony Merry:

Yeah. Especially when you're working with multiple systems, your organization could be diverse. You might manufacture a sheet metal and install it as HVAC duct. So anytime you're working with seemingly disparate systems or silos of data, you might want to get someone that is a data aggregator, someone that works good with database management. You might also look at something... Again, let's go back to what's in Microsoft Office. Word. So how many people have forms in the world, right? How many people are tracking equipment and assets? Things we haven't talked about. We've mentioned time keeping, but time is people and equipment and productivity. So those kind of functions as well. Anytime that something comes up for us that is directly related to a construction company, that's where we feel like we're going to be the most influential in helping is leverage in our relationships with people. But within their organization, outside of let's say a construction thing, I would say anything that would make you think

twice about spending money, you should probably ask someone about it.

Mike Merrell:

Hmm. Love that. So in that regard, you become a financial advisor of sorts, right?

Tony Merry:

Well, yeah. I mean, there are times I've lost due to a bulldozer.

Mike Merrell:

Huh.

Tony Merry:

I've lost due to an F-350. Someone said, "Hey, my superintendent needs a brand new truck. His truck just died. We can't buy your software because I have to buy a new crew truck." Those are real world things. You don't get upset by it and you move on. But sometimes people come to you and say, "Hey, we're looking at hiring two new people. We're going to need two new trucks, but we're also not able to track trucks and equipment." Software, people and equipment.

Mike Merrell:

Mm-hmm.

Tony Merry:

That's a fun conversation to be in, weighing a personnel versus software, especially when you own a company that is built around supporting software. But that's where we have to honestly say, "Hey, now is the time to do your software or now is the time to invest in the equipment, and let's look in six months." We do a lot of referrals back to ourselves. Like, "Hey, not right now. We get it, but let's talk in six months when it's a better time."

Mike Merrell:

Yeah. And you mentioned custom reports earlier. So maybe they have the right tools in place, they just need

better reporting and you could help advise of such a thing. Right?

Tony Merry:

Sure, sure. And we do custom reports. For me, I guess I'm oversimplifying when I say professional services. But, yeah. Data records includes dashboards, reports, inquiries, system customizations, re-implementations. We do key changes when someone says, "Oh, I want my job numbers to be two digits longer than they ever were." We do all of that as well. We do frontline tier one through... What's the highest? I don't know. Tier five support. We definitely cover all the bases on that. Typically, when it comes to things like reports, if it's a one-off report, we're more than happy to create it for you. If you come to us with two or three reports, we really want to train you on how to create your own reports because where there's two, there's 12. If there's one, there might only ever be the one. But if there's two, there's 12. So we typically want you to spend your money on you and get the reports done, and then be able to self-serve after that.

Mike Merrell:

Those are all great points. So you mentioned, and we hear this commonly in a lot of these conversations, just by industry standards, construction has always been one of the laggards in technology adoption, especially as it relates to mobility and cloud solutions, et cetera. What should companies be looking to spend as far as a budget on... And pick an area, but just on innovation and improvement just to keep up with competition and also to stay up with leveraging the latest tools that are available for them to enjoy.

Tony Merry:

Oh yeah. That's all of it. So the common average to reinvest in your company is 20-30% of your profits. So spread across both technology, personnel, physical well-being, office improvements, all that, typically, I would say 3-5%. Three to 5% in technology, that could be low and that could be high depending if... 3% for a \$5 million a year company versus a \$5 billion a year company, it looks like a whole different set of commas. But 3-5% typically is what we would do. There are softwares that are based on revenue and the volume and size of your company. And if you said, "Okay, well

those are a percentage point, a whole percent of that," well, I covered you at three to five. You just saved some money.

Mike Merrell:

So many areas and angles and rabbits holes we could go down in this conversation. But I think just to summarize, what, I guess, would you share with the audience that you think is an innovation that companies are really enjoying and that you would recommend that they take a look at, if they're not? And then on the flip side, what's something that you think is a little more hype and fluff and maybe not worth their time at this time?

Tony Merry:

Sure, sure. So two easy ones for me, actually. So let me start with the last one, because if that's going to be our last question, I don't want it to end on a negative. So let me start with OCR technology for invoicing. It's over-hyped, it's super expensive. It's unreliable, and so far is unproven in a constructive environment. So be wary of anybody trying to sell you OCR reading invoices line item by line item. So that's the one that I have not seen a clear winner on yet. As far as positive functionality, so like I mentioned earlier with the pandemic and everything with the work from home and we saw the surge in people needing HR software, managing the documents and the processes and all that that we're all done on clipboards paper in the office, out of that, now that we're a couple years into this bad boy, everybody going through open enrollment. Open enrollment is like three clicks for an administrator now. You don't have to do the meetings. You don't have to do all the plan... It's super easy.

So when I say coolest, careful when I'm talking about software here, I would say the most advantageous, beneficial thing that I have seen, a hundred percent of our clients that have this feature, is the open enrollment and benefits messaging feature of HR. It is a hundred percent self-serve. Employees do it all themselves, multilingual, et cetera. It uploads directly to your accounting software for payroll deductions, notifies your benefits enrollment, does all that. And again, almost any HR solution. So I'm not even saying a name, just HR solutions in general. People are going through and doing workers comp audits. I mean, and

for anybody in construction that's watching this, you know the worker's comp renewal is probably your single largest invoice that you cut outside of a material invoice per year. It's a very, very large prepaid invoice. And that typically takes three to five days, if not longer. Right now, with an HR software, that's like click click.

Mike Merrell:

Hmm.

Tony Merry:

That's it. So I would say the HR benefits through the digitization and cloud ability, that's probably the single coolest. And we're also seeing a whole lot of investment in that. Workforce management, obviously, with everything that happened. Anything around workforce and resource management.

Mike Merrell:

Love it. Great insights and kind of a new look at things from some of the conversations we've had in the past. So thank you for sharing that.

Tony Merry:

Sure. Absolutely.

Mike Merrell:

So tell me this, what's the one thing that you hope that the listeners take away from our conversation today?

Tony Merry:

I think really just that partners like us and people like you as well, Mike, that we're actually here to help. Whether you buy software or buy our services, I can say exactly from this myself, no matter what you guys are going through as a company, someone else has gone through it. I don't mean to trivialize it, but we've heard it before. That's why we are good at what we do. Other than that, I would just say that it's been an honor having you on me here and getting able to talk to you and all that. But other than that, I would just say don't be scared to reach out to someone. Don't be scared to pick up a phone and call. Call a partner, get a referral from one of your competitors.

Mike Merrell:

Yeah. That's great advice. So to wrap up on a couple personal questions, so what's something that you're grateful for in your professional life?

Tony Merry:

Oh man. Right now, I'm grateful for a ton. A ton right now. I have a great team and I'm the practice director of our foundation team, which is Sage 100, Sage 300, Sage Estimating. And man, we just had our group meeting yesterday and I really just have a great team supporting me from a sales and consulting side. I mean, people anybody that says we're doing great in that division, it has nothing to do with me. It's all them.

Mike Merrell:

Awesome. Okay. All right. I like that. Tell me this then, last question, what is Tony Merry's superpower?

Tony Merry:

Besides I have the ability to not sleep? Oh man. So real or I wish I had superpower?

Mike Merrell:

You choose. Let's start with real.

Tony Merry:

Yeah, I can speed read. That's probably the coolest thing I can do.

Mike Merrell:

All right. Cool.

Tony Merry:

I'm not a man of a lot of tricks, so...

Mike Merrell:

Cool. Well, you are a good friend and I've appreciated having the conversation today. It's been fun to talk with you a little bit further and we'll have to do this again down the road.