

# Daubert Financial Justification - 01 - 2026 05 18

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## SUMMARY KEYWORDS

financial justification, cost per unit, total cost of ownership, purchasing decisions, product differentiation, customer value, risk and compliance, social value, psychological value, business case, competitive pricing, customer relationships, decision-making, financial planning, procurement strategy

## SPEAKERS

Katherine Duley, Steve Ward, Andrew Sharp, Keri Musselman

### Andrew Sharp 00:01

I would think so, and so let me ask you this question. How do you all go about doing anything with respect to any type of financial justification that you do now, or is that something that, like, where does that come into play, and how do you all manage that? I'd just like to get an idea of what you're currently doing with that, if anything, or nothing, or a lot, or I don't have any idea.

### Steve Ward 00:29

I mean, I guess one example I have is we've developed a product that's 100% solid, so you're utilizing 100% of the material versus other products have solvent in it, so the price of the actual material is higher per gallon, per se, but you're using 100% of the material, versus if you're using product B, you might be only using 60% of it, so it kind of offsets the cost there, so you're trying to have some sort of financial justification of why the price is higher, but you're using again 100% of it,

### Andrew Sharp 01:01

so it'd be like the cost per usable gallon, maybe. Is a

### Keri Musselman 01:07

spray a product that has, you'll have some waste there.

### Andrew Sharp 01:14

Yeah, the perfect, I guess. Correct me if I'm wrong, but the picture I just painted in my mind from what you said from what you said, Steve. Is I went out this past weekend, bought some Roundup from my yard, and I could buy the concentrated Roundup, you know, you add a bunch of water to, or I could buy the Roundup that's you don't add any water to, and of course the one's a lot cheaper than the other, and you're buying now, you get two gallons of the undiluted stuff for God only knows how much, and then I could buy the kind you just ready to spray. It's not near strong. Is that kind of what you're talking about? In a way, it's

### Steve Ward 01:53

yeah, no, it's a good comparison.

**Katherine Duley 01:56**

I just picture when you say waste, I picture dollars going off into the air, that's what I picture

**Steve Ward 02:03**

it is. Yeah, they always say like it's going in the smoke, smokestacks. It's just it's doing out in there, so

**Katherine Duley 02:09**

and you're paying for nothing now. At that point, you just paid for stuff, and it just,

**Steve Ward 02:15**

yeah,

**Keri Musselman 02:16**

went off.

**Andrew Sharp 02:17**

So, how this seems like to me, a customer would be well educated in this and able to process all of that. How well do they do with this? Do you think

**Steve Ward 02:30**

I think the applicators, like the engineers, are more aware of it? Like, if you say the term 100% solids, like a year ago I had no idea what that meant when I started Delbert, but now I understand that. So, if you're looking at someone like purchasing, it's like, oh, I've got this great new product for you. It's \$12 more per gallon. They say absolutely not. They just don't understand that justification of, okay, it's a better product, 100% of it's being used on the plant, versus engineers. I think better understand that when you say 100% solids or 60% solids, whatever may be. So, you have to know your audience,

**Andrew Sharp 03:03**

uh, huh, yeah, and how they're, how they're paid, you know, because purchasing people sometimes it doesn't matter what you come in at, their job is to beat you up on price and get a better deal,

**Steve Ward 03:19**

oh yeah,

**Andrew Sharp 03:20**

and the rest of it is basically irrelevant, so you know, we look at, I don't know, have you ever been in a situation where you've had to cost justify something, and how did you go about

**Keri Musselman 03:38**

it? Steve, why don't you use your most recent example of when you just pass along those price increases, would y'all do?

**Steve Ward 03:48**

Yeah, so we just went through a price increase on the automotive side for majority of my, like, Japanese OEM customers, and, like, you said, Andrew, you send a price increase to someone in purchasing, it's an immediate no, so we had to justify it, and from then it's going to like index points and showing all of our raw material costs and how they've increased over the past six months, whatever may be sharing some profit margins here or there where it's applicable, but for them it's all in the details of here's our price per gallon. How do we get to that price, and why are we increasing it by anywhere from three to 15% So it's price indexes,

**Andrew Sharp 04:29**

and I would think that everybody knows what's going on in the world right now. It shouldn't be a surprise to anybody that price increases are happening, but at the same time it shouldn't be a surprise to us that they're going to fight it tooth and nail. I mean, I would

**Steve Ward 04:45**

for sure. And I think when you're, you're talking about increasing a price and an OEM, like you said, we're in a different industry, because OEMs, I mean, the buck stops with them. If you're working with a tier or tier one, tier two, tier three, you can pass along price increases, they're gonna pass along to their customer,

**Andrew Sharp 05:02**

right?

**Steve Ward 05:02**

But when you're passing along to the OEM, they're the ones that make that decision, and not say they can dictate price, but they almost

**Andrew Sharp 05:09**

can. Yeah, I mean, they just.. this is what it costs. Raise your price to your customers, and it all rolls down the line, and we eventually end up paying more for a car.

**Steve Ward 05:19**

I know they can raise their prices in cars every year, but we can't raise our prices.

**Andrew Sharp 05:23**

Well, they do. I know what it's like to negotiate with GM. I did that one time, and I'm like, holy mackerel, these guys are good. They know what they're doing.

**Steve Ward 05:33**

So, but yeah, I mean, when I look at financial justification, I think it's the whole company, it's the quality of the product, it's the quality of the sales team, the customer care team. Carrie might know this more than I would. I'm only 11 months in, but I think we have a competitively priced product, but it might be more expensive than some companies, less expensive than others, depending on which what we're selling. But you have to justify what that cost is. Well, we, being Daubert have an advantage over our

competitors, because just for example, the one product that we sell a lot of, and that we just started selling to BMW, is a cavity wax, and my biggest competitor is located in Germany, they manufacture the material in Germany, ship it over to a distributor in South Carolina, and they're distributing to BMW.

**Keri Musselman 06:30**

They also have.. I'm about to sneeze.. I won't now.. Ah, this tree pollen is killing me this year. Yeah, it's bad. Steve got a taste of it in South Carolina last week, but they also have a facility in Mexico, and I've just found out last week that they're trying to, you know, be able to make the product in other facility in Mexico, so we do have some advantages from a, you know, logistics standpoint, being in Chicago, as well as the tariffs, but in talking to John about tariffs, I guess there's a.. and I didn't know this until last week, either. I guess there's an exception for automotive products that if it's part of the vehicle it doesn't get charged a tariff.

**Andrew Sharp 07:33**

Oh yeah, I wasn't aware of that.

**Keri Musselman 07:36**

But our biggest advantage is having the facility there in Chicago, so like I'm working with involve those bringing over a product from Sweden, BMW, Germany, Volkswagen, Germany, so you know, we, we do have a domestic advantage.

**Andrew Sharp 07:59**

I'm amazed at all of the things that are, you know, charge the tariff, and those, and it's like, Who keeps up with all of this stuff? How do they

**Keri Musselman 08:08**

say that the tariffs that they've already been paid are legal? I don't know, I don't understand.

**Andrew Sharp 08:13**

It's above my pay grade, that's for

**Katherine Duley 08:15**

sure. Moving target, it's moving target. I feel like, though, when, and Andrew, you're not really asking me, but I feel like when we talk about financial justification, what I kind of think of it as is a lot of times I feel like we are defending our price versus kind of helping people understand, like, want to pay our price, like they understand the value and what all they're getting, and so they want to pay the price versus having to defend the price.

**Katherine Duley 08:52**

No,

**Katherine Duley 08:52**

and that's what

**Keri Musselman 08:56**

that's a good point, because that's

**Steve Ward 08:58**

no, I agree,

**Keri Musselman 08:58**

we do defend it by giving you know the indexes, but we also have to have the, you know, justification.

**Katherine Duley 09:07**

Yeah, so I think what would be fun is at the end of this class if you guys, if we gave you some tools where you actually could, like people would think this is worth the price, like you showed me this, this is worth it. I want this, and versus having to, you know, explain it, defend it. That's what I think of when I think of financial justification.

**Andrew Sharp 09:37**

Well, Catherine, we've got this class named wrong, then we should be calling it financial inspiration, not financial justification.

**Katherine Duley 09:48**

No justification. You give your give your customer that they're justifying why they're paying the prices, peace of mind. I think they understand the value, and they want it, and they're willing to pay for it, that's what value is.

**Steve Ward 10:02**

Yeah, I don't care what you're selling, if you can justify it and make it a need for somebody, and they can want it, and they can afford it. You give them a price, and it makes sense. The better you sell it, the more green they're gonna be on the price.

**Andrew Sharp 10:16**

Yes, and I think there's a lot of ways to cost justify something, or to financially justify something, or whatever it is you want to call it, and you know, I think different ones work in different situations, and in your world, I'm not sure which one you like the most, but here's a few of them you can look at, a number one is just total cost of ownership, and you know, over a relationship with you, what is the customer paying, partnering with you versus somebody else? Over, you could say, you know, whatever the term of the contract is. I'm not sure. Do y'all sign contracts with people, and then they buy from you for a set period of time, or how, or can they come and go as they want? Once you get specked in, they might, I'm be able to buy from you or a couple of other people, and I just buy from whoever's giving me the best price at the certain time, or

**Steve Ward 11:16**

yeah, I mean, to my knowledge, there's no contracts that they have to buy or we have to sell. There's contracts on price that are valid for x amount of months or a year, like Toyota, for instance. We

renegotiate pricing on a yearly basis with them. It's extremely like the price increase we just went through. There was no price increase for Toyota, because it has to come at the end of the year.

**Andrew Sharp** 11:37

Well, do they have a minimum quantity that they have to buy from you to lock those prices in, because it seems like

**Keri Musselman** 11:46

it's customer dependent, Steve, because I know we don't have that in place with your customers, but we do have, we have a five year contract with BMW, we typically sign a two or three year contract with Hyundai and Kia, so it's either or.

**Steve Ward** 12:09

Yeah, and that's impressive.

**Andrew Sharp** 12:11

That is, because honestly, if you're going to lock yourself into a price for a period of time, the customer ought to lock something back. They ought to lock into a particular quantity. Seems like to me, I mean, that's just me looking at

**Steve Ward** 12:24

it. When we quote a customer, there's MOQs that they have to purchase per order, but I agree, if you, if you work in an opportunity and it's a half million dollar opportunity, you might price them at eight. If their competitor has a \$1 million opportunity, there might be a better price for them, but what's to say they actually buy that amount of material six months down the road?

**Andrew Sharp** 12:43

Yeah, so these are just one is they call it TCO, or I've heard it called life cycle cost, or life cycle return analysis, but it's basically what do I pay with you for the term of the agreement versus somebody else, and it includes everything, not just the price that we're paying per gallon or per pound, or however it is, your, you know, per truckload, or whatever that is, but it's, and some people are interested, this, some people aren't, you know, you have to ask them. One of my favorite questions that I like to ask people, especially I like to ask procurement, especially questions that they can't answer, because it forces them to get other people involved. If I'm stuck with procurement and want to get out of procurement, but you know something along the lines of what, how are you going to financially justify working with someone you know, this purchase, either with us or with anybody else? What are your measurements that you're going to look at over the course of the agreement to determine if you're getting the most value for your dollar? How are you doing that, and I think when you, and you can phrase that question however you want, but I think when you ask purchasing or procurement people that question, they look at you like a deer in headlights half the time, because they have no idea, and it immediately takes them away from the price questions, because they're good at negotiating price, that's what they're trained to do, but when it comes to really understanding and, and making decisions based on what is going to give a company the maximum value, that's a whole different, and then they're not compensated that way, so they probably don't care. That's another thing we've got to understand.

**Keri Musselman 14:41**

What was the question, Andrew, that you said we should have procurement?

**Andrew Sharp 14:45**

Well, it's in you have to word submit that a certain way. I didn't say it very well. If I were going to ask this question, it would depend on how the conversation's going and the context of things around, but I essentially want to know, how are you evaluating this decision based on the total cost of working with a supplier, so you know it goes beyond just the price per gallon, but how are you looking at this over the three year period?

**Katherine Duley 15:16**

Wait, let her write this down, you're on a rule,

**Andrew Sharp 15:19**

and I'm trying to

**Andrew Sharp 15:19**

think

**Katherine Duley 15:20**

it up, and if I were you, I would be wanting to write word for word.

**Andrew Sharp 15:26**

Well, the good news is, hey Carrie, I'm typing it. Don't worry, Carrie, Catherine, the good news is, is I'm recording this, and if you want, I can send you a transcription of this whole call in writing, so you'll get it. Every word of

**Steve Ward 15:39**

it is being recorded.

**Andrew Sharp 15:41**

Yes, it is. I'm not going to do anything with it. I'm going to send it to you, and nobody

**Keri Musselman 15:46**

make sure we participate.

**Andrew Sharp 15:48**

Nobody else gets this. I'm not giving this to anybody. This is just for what happens with sales concepts stays with sales concepts.

**Keri Musselman 15:56**

We report to John now.

**Andrew Sharp** 15:59

I know I heard that. Hey, this don't now, Carrie. You're just now starting to figure out how Katherine and I really make our money. I really like sending this to spouses. If you say something negative about your spouse, then we definitely really collect the payday. But no, I'm kidding. All of this. Yes, I am recording this, and if you would like to, we can. I can. We'll make sure you get the full recording of it, so that you can get all of this down

**Katherine Duley** 16:28

perfect.

**Andrew Sharp** 16:28

I hope it sounds like then you're finding this all to be helpful, I guess. But which is good, because

**Keri Musselman** 16:35

we're just afraid there's a quiz at the end.

**Andrew Sharp** 16:38

There may be a quiz. The only quiz is the one your customers are going to give you.

**Keri Musselman** 16:42

I know, I'm just teasing,

**Andrew Sharp** 16:44

so am I. You can't tease a little bit. Life's no fun,

**Katherine Duley** 16:50

that's right.

**Andrew Sharp** 16:52

But yeah, I want to ask purchasing the types of questions that really only somebody in the CFO's office will be able to answer it. Goes because purchasing is about transactions, they're about pricing and terms, and they're really not about financial planning over a period of time. That's what the finance people do, and they want to make the most cost-effective decision for the company, you know, over the next few years, possibly, and even they get caught up in the quarter by quarter shuffle that you see in a, you know, if they're a publicly held company, they're all about the next quarter. Correct me if you think I'm wrong there, but

**Katherine Duley** 17:38

I just talked to the guy who was at Delta a good friend of mine, he reported to the CEO of Delta, and he was on, like, the leadership team and everything, and he's like, we had these metrics, and we checked in every month with each other, we had to go through with the CFO all the metrics, their KPIs, and if we weren't meeting them, what were we going to do about them, and so that would be another interesting, you know, like purchasing. What are their KPIs like? How can we help you meet those? What do you.. what do we give

**Andrew Sharp** 18:09

me a lower price, Catherine?

**Katherine Duley** 18:11

Like a bigger picture of why is that necessary, and how maybe the lower.. maybe this is the lower price. Let's talk about this. Let's look at the big picture of this,

**Andrew Sharp** 18:21

I need lower

**Andrew Sharp** 18:22

price

**Katherine Duley** 18:23

job to it's our job to kind of, as I say, not defend our prices, but to get them to understand what our price is, what it, what is that that we're talking about.

**Andrew Sharp** 18:34

Well, and I'm going to go out on a limb here and offer another whole side thought on this, that if you get end up where you're negotiating with purchasing, you're already behind the eight ball, because these conversations are something that should be held with financial decision makers in advance before things get to purchasing, so that purchasing is already, you know, do you see this as the case that somebody in the company tells purchasing what to do, and then purchasing does it. Somebody tells purchasing what to go buy, and then they have to go buy it.

**Katherine Duley** 19:13

Steve was going to say something. Go ahead, Steve.

**Steve Ward** 19:15

No, I agree. I have an example. One of my customers, where purchasing, you talk to him, he thinks he is just like the end all be all when it comes to everything

**Andrew Sharp** 19:23

for

**Steve Ward** 19:24

the whole entire company, and I've learned in just the 910 months I've been calling on them is if you can get influencers from like the plant level saying we need this product, this is why it makes those discussions with him a lot easier, because now you say, well, I was told by so and so we have to go with this, what's the price versus, hey, we want to sell you this. Here's the price. No, it's too expensive,

**Andrew Sharp** 19:46

right? That's dull, because somebody there has understood what the value is, and they're willing to deal with that.

**Steve Ward** 19:54

Yeah, and not say they're not technically savvy, but they don't know the difference between the waxes and how it's going to help the plant life. They just, all their bottom line is, they want something's going to work and the least expensive as possible,

**Andrew Sharp** 20:07

and I always feel like, and I, and again, I could be wrong in your specific area of the world, so don't take what I'm saying is gospel, but I'm trying to put thoughts in your heads, you know, purchasing is told what to go by, and then their specific job is to get the best deal for it, but they don't have the ability to really negotiate specifications or requirements, or you know, make decisions on quality, or that kind of stuff. Am I wrong or right? There,

**Keri Musselman** 20:45

you're correct,

**Steve Ward** 20:46

100% correct. Yeah,

**Andrew Sharp** 20:47

yeah.

**Keri Musselman** 20:48

Meet their specification before you can even really do anything, and, and just thinking back on BMW, I mean, y'all know how long I've been working on this, and we had to come up with a preliminary formula in order to get, like, ballpark pricing for them to make sure we were going to be competitive before we went and spent, you know, years developing, and I mean, because it costs in our business, it costs the customer money as well, because they have to do testing as well, and that comes at a price,

**Andrew Sharp** 21:29

I would think, so I would definitely think that's the case, so these are, you know, these examples, the total cost of ownership, return on investment is another common one that people use, but this tends to be used not always, but more on capital investments, you know, where you're buying a capital piece of equipment or something, you're selling something that is a consumable material that they're going to use in the production of something else, is the way I see it, and so you can get a return on investment, but it's something that's figured out over time. Am I making sense there? It's not like I'm buying a machine and I get a return on investment on that versus another machine. What I'm buying from you is a stream of deliveries for a product that I use in the building of what I'm putting together,

**Steve Ward** 22:33

yeah, to also improve their end product too.

**Andrew Sharp** 22:36

Exactly, so and that might be where the return on investment comes from, because you know what does higher quality mean to them.

**Steve Ward** 22:45

Yeah, and I'm working through stuff right now with an OEM, where they're looking from going from 10 to 15 year corrosion protection, and that's going to help them to market that their vehicles are 15 year corrosion resistant versus 10 years.

**Andrew Sharp** 22:56

Yeah, do you guys work with Tesla at all?

**Andrew Sharp** 23:02

That's my

**Andrew Sharp** 23:02

knowledge.

**Keri Musselman** 23:04

Yeah, I know. There were some talks they don't use our products in their manufacturing process.

**Andrew Sharp** 23:14

Good,

**Keri Musselman** 23:15

everybody does,

**Andrew Sharp** 23:16

because I was watching some videos the other day about the Cyber Truck, and they said that some of the panels are falling off because they're glued on there, and I'm like, well, I hope that's not Daubert, and evidently it's not, so maybe they ought to be looking at you, because I've heard that there are people complaining about on the on the Cyber Truck that some of the like the panels around the windows, they're coming unglued, and

**Katherine Duley** 23:40

it's funny, they're not last

**Andrew Sharp** 23:42

on the outside, like there was one case where somebody caused an accident because the rear quarter panel, or the rear panel on a Tesla, came off while they were going down the road at 70 miles an hour.

**Katherine Duley** 23:55

Sounds like the sales call needs to be made.

**Andrew Sharp** 23:57

That's what I just was. I could, I'll have to go back and find

**Keri Musselman** 24:01

my planner.

**Andrew Sharp** 24:03

Google

**Keri Musselman** 24:04

that, Andrew.

**Andrew Sharp** 24:06

What's that, Carrie?

**Keri Musselman** 24:08

I said I'm gonna research that. Let me know on

**Andrew Sharp** 24:11

anything. I don't know if the video I was watching is full of crap or not, but I thought of you guys because I just watched this video the other day, and I'm like, now that's interesting. If that's really a big thing, I don't know if it is or not. I just saw a guy talking about on a video saying that, you know, Tesla's had some problems with just the Cyber Truck, not their other cars, just the Cyber Truck, that some of those panels they're glued on there, and I'm like, well, whose glue are they using? It better not be Daubert.

**Katherine Duley** 24:39

It's a recall, Cyber Truck Glue delamination recall.

**Andrew Sharp** 24:43

Yeah, Catherine, did you Google it? 46,000 cyber

**Keri Musselman** 24:47

trucks found it.

**Andrew Sharp** 24:48

Yeah, that's a thing. So I don't know, I'd be reaching out to somebody at Tesla. Sounds like there's a case that could be made for you guys. We need to get our adhesives team on that. So if, if that, if you were gonna say, "Oh, yeah, we've been working with this, and I was gonna drop it. I won't say anything about it, but since you said you're not, I thought, "Well, there's an opportunity, you need to reach out to somebody in some department somewhere with them. So

**Katherine Duley** 25:17

that's Mike Vandenberg's team that does that, yeah,

**Andrew Sharp** 25:22

somebody. somebody needs to look into that. Cyber trucks are rusting, that's Mike's team. Yeah, well, they got, they got some.. the Cyber Truck has got some problems, I think. The other cars they have are doing great, but I think with the Cyber Truck, they've had some issues with it.

**Keri Musselman** 25:38

No, John, I mean, Steve, this is an OEM account, so

**Andrew Sharp** 25:42

yeah,

**Keri Musselman** 25:43

I'm talking to John. That would be us,

**Andrew Sharp** 25:46

I think. You ought to go get it.

**Katherine Duley** 25:50

So, who does that? How do y'all decide who would call them?

**Keri Musselman** 25:55

That's yet to be determined.

**Steve Ward** 25:57

I'll let Carrie answer that.

**Andrew Sharp** 26:01

Well, I don't know, maybe

**Keri Musselman** 26:02

equation. Let's just keep this between us four until I do some research. How's that?

**Andrew Sharp** 26:08

Hey Carrie, what happens with sales concept stays with sales concepts. I'm not gonna tell anybody.

**Katherine Duley** 26:14

This says the glue is not flexing with the panels, so the stainless steel seems to flex when it gets cold and hot, but the glue isn't,

**Keri Musselman** 26:22

yeah, they're calling it the structure, structural adhesive used to bond the steel is susceptible to environmental embrittlement, causing it to fail,

**Andrew Sharp** 26:33

but I've heard of these things

**Andrew Sharp** 26:34

falling

**Keri Musselman** 26:35

apart or adding a more robust adhesive

**Steve Ward** 26:41

and all that tape is three in tape. When I worked at Tessa Tate, that was like our huge customer's Tesla, trying to get in their drawings, and three of them dominates that whole entire truck.

**Andrew Sharp** 26:54

Well, I don't know if there's a crack in their armor. Maybe you can get in there.

**Steve Ward** 26:59

I think we found one, stop your quarter panels

**Andrew Sharp** 27:04

from falling

**Andrew Sharp** 27:04

off, right? And you know, we never really talked about lawsuits and how they can play into this, but that's a huge thing, you know. Pharmaceutical and healthcare companies are all in that, but I guess everybody can be dealing with that. I mean, Tesla, they got lawsuits now. This thing's coming apart while they're going down the road. That's not good, because it was causing accidents.

**Steve Ward** 27:27

Yeah,

**Andrew Sharp** 27:29

so I don't ever follow the Cyber Truck real closely anymore.

**Keri Musselman** 27:35

Thanks for the heads up. I hate those cars anyway.

**Andrew Sharp** 27:38

Just a tip: don't tailgate the Tesla Cyber Truck, that's not a good idea, that may not end well, but then you've got cost per unit of output, and I would think that's one that would be right up your alley. I would bet your customers would be very interested in that one, the third one on the list, you know, are they trying to keep their cost per unit of output down, and

**Steve Ward** 28:06

this kind of goes back to my comment with, like, the 100% solids cost per unit of actual output of it versus using 100% of

**Andrew Sharp** 28:14

it. Yeah, and so that way you're not really comparing the price or the weight or volume of a raw material, but you're looking at comparison around the finished product, which I think is always a good place to go if you can, but you've got to be able to get the data from the customer to share that with you, and in order to do that, we have to create a line of questions that we're going to ask to make that happen, which is something that we'll work on together throughout this, you know, coming up with some questions, we're going to have that in one of our next sessions coming up, or we, you know, that's something that I think we should be doing all throughout this, is like what questions do we ask different people that we talk to, because in your experience, who do you typically work with in these manufacturers? Who are some of the people you call on

**Steve Ward** 29:10

engineers,

**Andrew Sharp** 29:12

like in specific departments

**Steve Ward** 29:16

or

**Keri Musselman** 29:16

typically the paint shop,

**Andrew Sharp** 29:18

the paint shop engineers do? Who else

**Steve Ward** 29:26

big quality?

**Keri Musselman** 29:29

What'd you say, Steve?

**Steve Ward** 29:30

Quality,

**Keri Musselman** 29:32

yeah. And then lastly, purchasing,

**Andrew Sharp** 29:37

and purchase. Do you ever call on the financial people like the ones for long-term financial planning, you ever get

**Andrew Sharp** 29:47

involved

**Steve Ward** 29:48

in them, like somebody purchasing or

**Andrew Sharp** 29:50

no, somebody above purchasing, somebody like in the financial parts. Well, let me ask you this: at the end of the day, when a decision's made to use somebody who, how's that decision get made, or is it? It might not be unilateral amongst all your customers, obviously, but like

**Steve Ward** 30:10

if your product is specced in and works in that specific application, I think that gives you like the hunting license to go after that piece of business, and for me, at least, it's starting at the paint shop levels and talking to engineers, influence, and then that our product is better than what they're currently using, and then once you get the buy-in from them, it's going to purchasing that, yeah, if it's spec, then you've got the backing on the engineering team and the price is correct, there's possibility for a business case,

**Andrew Sharp** 30:39

okay, yeah, because I, at some point, and I don't know if you all ever do this or not, but have you put together a business case and delivered it as like a business case and a reason to make a financial decision? I guess that's getting back to what Catherine was finally talking about now, with making somebody want to spend the money to buy from you because they realize the return they're going to get because of

**Andrew Sharp** 31:10

it. I

**Steve Ward** 31:10

don't have an example, but it's, I think, could be a beneficial tool.

**Andrew Sharp** 31:14

Could it be

**Andrew Sharp** 31:15

asked

**Keri Musselman** 31:16

us to put together a business case between two of our different products based on cost, but not not including our competitor, but just between our two candidate products,

**Andrew Sharp** 31:34

that's that's reasonable. And then, do you ever find yourself in a situation where you're trying to get the customer to make the change in material, so you're kind of like competing against the status quo of them, just keep doing what they're doing, or maybe you've got an improved material or something new that they can use, and you've had to cost justify that, has that ever been a thing, or is it kind of like once they make a decision, we're doing this. It doesn't change, regardless of how long it does.

**Keri Musselman** 32:06

No, we have to just to give you an example. We have to change our formulas periodically. For example, going back to Volvo, we had when they first built that plant six or seven years ago, Alan and I called on them, and it just kind of died a pretty fast death, because it was a new plant, blah blah. So we had a formula put together, and now that we're resurrecting that, they knew about that, but we can't use that product now, because over the course of the past five or six years, one of the raw materials in there has become identified as a carcinogen.

**Andrew Sharp** 32:52

Oh,

**Keri Musselman** 32:53

so you know you have to back up and punt a lot with, you know, with what we sell things based not on our control.

**Andrew Sharp** 33:05

Well, I can see that gets into the next bullet point, which is risk and compliance and cost avoidance in those areas, like because I know regulations over time are always changing, and so what is okay one year might not be okay another year or vice versa, that's another thing to be looking out for, but you know, when you look at all these different financial methods, does any one of them like jump out at you more than the others, or do you have any questions about any of them?

**Steve Ward** 33:42

For me, I think it's total cost of ownership and cost per unit of output, I think, or two, you could definitely use to justify price.

**Andrew Sharp** 33:52

Yeah,

**Steve Ward** 33:55

and risking compliance, also important too, but

**Andrew Sharp** 33:58

well,

**Steve Ward** 33:59

good,

**Andrew Sharp** 33:59

that's kind of a given, though, isn't it? You've got to do that, or else you're just, which we'll talk about the four types of value, which we haven't done, but I don't know, I could talk about that now, if you want. It's something I was going to do later, but why not? I brought it up, so I should probably talk about it, but they're basically four types of value that customers buy, and I don't know if you've ever thought about that much or not about the different types of value the customers buy, but there's primarily four of them, and because it's something I do later, I'm trying to find where that is on my slides, and now I'm like a dog that's caught the cat or the dog that's caught the car, but yeah, you get four different types of value. And so here they are.

**Keri Musselman** 34:52

He's back. Are you gonna send us these slides, Andrew?

**Andrew Sharp** 34:56

Yes, ma'am, I'll send you everything. The slides are recording of the video, we could even, you know, with the world today, we can even get it to get a transcript of the video for you, if you want one, not a problem. I'll send you everything, because I want this to be good for you. I want this to be helpful. We're taking your time, and your time is the most valuable thing you have, so I want to make sure you feel really good about this when you're all done with it. So, yes, I'll send you anything you need, but there's functional value, which is kind of what you're talking about when you get into this risk thing. This is the value of what something does, and they can't build what they want to build without your product or your competitor's price, they have to have it, don't they? I mean, they can't produce without it, so they're going to buy it from somebody. The analogy that I like to make for the six year old is, if you've got an airline, you got to have airplanes. You can't run an airline without airplanes. If you want to have a rental car company, you've got to have cars for people to rent. If you're a hospital, you got to have a building and beds and doctors. You got to have medical equipment. I mean, this is functional value. You can't live without it, so what this means is they're going to buy it from somebody. It's not like the kind of stuff Catherine and I sell, where they don't have to have it. It might

**Andrew Sharp** 36:32

be, do

**Katherine Duley** 36:33

you think this is where purchasing falls in? Like, I think this is what purchasing is looking at. They're thinking functional value, we have to have what you sell

**Andrew Sharp** 36:46

or not?

**Steve Ward** 36:47

No, I do, and I'm trying to frame it, because, like, I get your point, Andrew, where wax is not necessary on a vehicle, but when the, when their ideas, like, say, 15 year Rust preventative, they need to encode it, or they have to put wax, so at this point it is a functional product that they need in their vehicle.

**Andrew Sharp** 37:04

They've got to do something, whether

**Keri Musselman** 37:07

it's well, sometimes that function changes. I'll use Hyundai, for example. We used to sell them a ton of undercoating, and I don't know how many years ago, probably seven eight years ago, if you look underneath the Hyundai, it doesn't have an underbody wax on it, it has plastic panels,

**Andrew Sharp** 37:30

and so somewhere somebody decided that was a more cost-effective solution, I guess.

**Katherine Duley** 37:37

Yes,

**Andrew Sharp** 37:37

I could use the word cheaper, but I don't like to use that work

**Steve Ward** 37:43

less expensive?

**Andrew Sharp** 37:45

Yeah, but what

**Andrew Sharp** 37:46

was

**Katherine Duley** 37:46

it really wasn't really over time?

**Andrew Sharp** 37:48

Yeah, that's the question, and that's where the word cheap might come in

**Katherine Duley** 37:54

over time. That actually might be more expensive, but we don't know that, because we don't look out at everything that goes into it, in the big picture, in the long run, but that's where you can build this financial justification, at least for yourself, to see, is that really it might be less money today, but is this going to be less money over time?

**Andrew Sharp** 38:15

Yeah, because the

**Andrew Sharp** 38:16

panel,

**Katherine Duley 38:16**

I think that's a valuable conversation to have with purchasing,

**Andrew Sharp 38:20**

the panels come off, and then the metals exposed, and it rust, and then you have quality problems, and you get recalls, or you get upset customers. All of that stuff costs some point.

**Steve Ward 38:30**

Yeah,

**Andrew Sharp 38:35**

it's a valid way to look at it, but this is the one functional value is something that I think people feel like they have to buy. This is the one to me where purchasing comes in, and it's monetary value. And this is where, okay, so I've got to buy this from somebody. So, do I buy it from Dallart or do I buy it from your competitor? Who do I buy it from? And this is where the price paid is relative to perceived worth, so Whose do I buy, and this is where you start bickering about price, or what I'm going to pay, or terms, because there's monetary value, and yes, I'm gonna buy it from somebody, but who I choose to buy it from might heavily depend on the price they're charging me for it, but that's where this monetary value comes into play, because see, let me show you some of the examples of what these are, so with functional value you would get equipment, property inventory, you know, the business meeting regulations, safety equipment, all of these things, compliance with laws, but when you get here, when you start looking at monetary value, does it make or save money? Does it save me time? Does it reduce cost? You can read all of these, but see, to me, every one of these bullet points can be a series of questions for you when you're talking with a customer to try to find out how do we want to build our business case so that we very concisely and clearly make the case to buy from Daubert, it would almost be silly for them not to, is the way I want to leave my customers feeling when I present a business case with them. They're like, how could we do anything else? That's the question I want to hear my customers asking. It would be financial suicide to make another decision. Why would we do that? I don't know why you would. You can buy from us now. Here's my pen, that's an exaggerated example, but you get the point. Yeah, so then I said there were four of these, these are the main two that I think you'll probably work with to a lesser degree, their social value, and this is what you do. Like, hey, we're a good student of the environment, you know. We're, we're a steward of the environment. We are using, you know, eco-friendly compounds. We're working hard to reduce waste, so that it's better for the environment. You know, you saw this stuff when Covid came out. These are the things we're doing to reduce the spread of Covid. A grocery store here, for every dollar you spend, they give two cents to charity. It's these kind of initiatives where they're trying to fit in well, and a lot of this comes back to PR, and so if you're going to go in and deal with a manufacturer that's had a PR problem, this might be something they'd be interested in talking to you about. I guess with the Tesla thing, there's a lot of social value going to be going on there, because you know, hey, we can help you keep the panels from falling off your cars, that might create a public relations problem for you. If this picks up any more speed, but that's an angle, you know. Lawsuits are expensive, they come under this, but they also come under monetary value as well. But that's social value, just to give you an example of what we're looking at here, but you know that's goodwill, trust, loyalty, green initiatives, things that improve public relations, that kind of stuff. And you know, companies do care about that now. How do they go about

quantifying it might be a little bit more difficult, but I still think it's possible, and then, of course, if you want to talk about what's hard to quantify, it's the last form of value, and that's psychological value, and this is the extent to which working with you just makes customers feel better, you know, working with Dallar, I know my deliveries are going to get here, I'm not getting stuff shipped over here from Germany. I don't have to worry about this. I don't have these sleepless nights with stuff not showing up, or at least if it doesn't show up, I got somebody here locally I can call that'll jump. I mean, I don't know. These are the forms of value that people, but sometimes when we try to sell value. I'm always amazed by when I say to somebody, well, what kind of value are they trying to? Are you trying to sell? And they're like, what do you mean? I don't even understand. What are you talking about? Because value runs deep, you know. You got all kinds of different sources of value you can sell. So any one of these can be the decision making catalyst.

**Katherine Duley** 43:42

Well, also, if you know you guys are calling on a number of people over three four years, these can play for, I mean, gosh, everybody might have a different interest, and it might change, and so you're kind of building a tower of value, if you ask me, a strong, a strong tower, not one that's going to fall down, not a Jenga tower, but

**Andrew Sharp** 44:07

that's

**Andrew Sharp** 44:07

not good. So, I don't know. These are some things to think about,

**Keri Musselman** 44:15

like relationship you have with the people as well.

**Andrew Sharp** 44:17

Oh, absolutely, that comes under psychological. Why would I buy from many. I've been buying from Carrie for 12 years. I'm not going anywhere else. You know me, and I know you, but yeah, there's the four primary types of value you've got: functional, financial, social, and psychological, and they all carry a lot of weight, depending on the, you know, the time that you're dealing with somebody,

**Steve Ward** 44:46

it's very interesting, because I have a real-life example to a big customer of mine that we're working on a huge opportunity for, and weeks ago we found out that we, and it goes against this whole title of this class, we are actually less expensive than our competition, and they are still not making the jump to us. And I think it's a.. I'm trying to look at this to see where we missed the market. Is it functional? Is it social? Is it psychological? Because financially we're cheaper.

**Andrew Sharp** 45:15

Well, are you?

**Keri Musselman** 45:16

So the auto penitent thing,

**Steve Ward** 45:17

it's auto penitent. So there

**Andrew Sharp** 45:19

are you

**Keri Musselman** 45:21

psychological based on the testing and things that fell through a crack? Yeah, we're trustee

**Steve Ward** 45:28

met the Ford spec. We have a less expensive product, we produce in house versus in Canada, and they're right now taking the safer option for a company that already has their product on a Ford vehicle versus we don't have our product on a Ford vehicle, so it's they're taking the safe bet, I guess.

**Katherine Duley** 45:48

Remember FUD,

**Steve Ward** 45:50

yep,

**Katherine Duley** 45:51

fear, uncertainty, doubt, they're taking the safer one,

**Steve Ward** 46:01

so I wanted to kind of picture guys as parade doesn't have to be on this call, but I'm trying to schedule a call right now with the management team to as a last ditch effort to say where we missed the mark here, like what else can we do to convince you to give us a chance.

**Andrew Sharp** 46:16

Yeah, I like the first part of that. The second part I think we need to earn, but I like you need to ask that question. I'm not sure if I like the way you just asked it then, but we'll come up with a way to ask it. But I think it's something. Yeah, what? What have we done to miss the mark? I don't understand, but the question, I guess, really is, are you really the least expensive option? Just because the whole thing we've been talking about is just because your price is low does not mean you're the least expensive option. There is a huge difference between price and cost. And how is the customer looking at what is the lens that they're using to evaluate this? So I might go back and ask them that. You know, how are you evaluating us versus that competitor? What are the meaningful benchmarks that you're looking at that's causing you to make the decisions you make? And I don't even like the way I asked that. This is something I have to put some time into and think about what that come out.

**Katherine Duley** 47:22

I'm curious, how you know. Have they already made a decision?

**Steve Ward** 47:26

It's not. If so, the auto Kenton has won this piece of business from Ford, so they will be supplying their components. They have all but signed a contract with our competitor on using their wax, so

**Katherine Duley** 47:41

that

**Steve Ward** 47:43

what they told us in meetings, we've had them at the plan and onsite assessments. We've been to their offices, we've sent over quotes.

**Katherine Duley** 47:49

Why are they still meeting with you?

**Steve Ward** 47:52

Second source, if our competition fails, they want to make sure we're specked in and come in and save the day.

**Katherine Duley** 48:00

So, if your second source, I guess my question somehow we need to find out is what are we missing to be the first choice, like if we check what box have we left unchecked, or is there more than one?

**Andrew Sharp** 48:12

Well, I think it's

**Steve Ward** 48:13

like here with Kara said it was timing, so we had not completed, so like SWT is the, is our competitor, and they right now won that piece of business unofficial, I guess you'd say, but they already have their product, as I said, on another Ford vehicle, so Auto Kennington is saying, why are we going to mess up anything here, we're going to use that same wax on this new vehicle, we know it works, because this is Auto Kenneton's largest opportunity in company history, they cannot mess this up. Then

**Katherine Duley** 48:46

I'm confused, because you're telling me that you're looking at these sources of value, and and they are deciding to buy the cheaper one. You want to ask, what are we missing?

**Steve Ward** 48:58

They're buying the more expensive one.

**Andrew Sharp** 48:59

Yeah,

**Katherine Duley** 49:00

I mean, yeah, you're the cheaper one. They're buying them, so your question to us was, I want to ask, what, what are we missing? But it sounds like you know what you're missing, the psychological value, maybe.

**Steve Ward** 49:11

Yeah, after seeing that slide, that's why, like, it dinged my head, like, okay, functional, monetary, social, psychological, we've met the financial one, and that's it right now. So we're missing some, is it? Could be relationship, it could be timing, it could be down to the testing requirements. I'm not sure, but we have my whole point is I'm scheduling a meeting with their executive leadership team and bringing in, like John, as well, just to have that meeting, say, here's our price, here's what we've done so far, we needed, we need a decision.

**Andrew Sharp** 49:42

Well, I would verify. Just because I'm so paranoid of assumptions, again, just because you have a lower price per gallon doesn't mean you have the lowest cost overall, and that might be a question I would ask. Yeah, yeah. How do we stack up against the competition financially, I wouldn't say price wise, I'd say financially, and say, do you see us is a lower cost long term solution, and you still want to use somebody else in spite of that, or

**Katherine Duley** 50:17

is it either

**Andrew Sharp** 50:18

no, is that how that came out, because I didn't want it to sound that way.

**Katherine Duley** 50:22

Yeah,

**Steve Ward** 50:23

what I want to say to him.

**Andrew Sharp** 50:24

Well, you have to. All right, then let's clean that up a little bit. But

**Katherine Duley** 50:30

right,

**Andrew Sharp** 50:31

you get the point of what I'm trying to say, and I'm really good at putting my foot in my mouth when I say things to people. But

**Katherine Duley** 50:40

now you would think it through first. You wouldn't.

**Andrew Sharp** 50:42

Yeah, I wouldn't want it. The world might come out that way if I'm in the meeting and I, and that comes out, but I'd be.. you can even say it like I'm kind of puzzled. I don't understand from our vantage point. It looks like we're giving you the lowest cost solution, but I'm wondering if you're seeing it the same way. Is there something that you're looking at that we're not, are we missing something? Are you looking at, are you comparing us like over the life of this product? What is it exactly that we're not seeing, or, or you might jokingly say, or do you just like them better, you know, and kind of laugh a little bit, see what they say. Catherine could pull that off. I don't know how good I do at

**Keri Musselman** 51:29

it. Catherine, what were you saying back when we all met about I lost my train of thought, but you know what I'm trying to get at with their I like,

**Andrew Sharp** 51:48

when

**Katherine Duley** 51:48

they're using somebody else,

**Keri Musselman** 51:50

yeah, they're not comfortable with us, or you spoke about that some. I thought

**Katherine Duley** 51:58

I probably did.

**Andrew Sharp** 51:59

She did on the prospecting thing. I know what she said. She goes, 'Oh, that's good for them, not for me. Is that what you're

**Speaker 1** 52:06

talking

**Andrew Sharp** 52:06

about?

**Keri Musselman** 52:08

No,

**Katherine Duley** 52:11

I don't know. I mean, my memory dogged a little bit.

**Keri Musselman** 52:16

I'll look back at my notes and see if I can come up with it for next time.

**Katherine Duley 52:21**

Okay, but I was talking about someone not being comfortable with us.

**Keri Musselman 52:25**

Yeah,

**Katherine Duley 52:27**

I know that a lot of times I'll say, how can we get to be one of your choices, but that's probably not what you're talking about.

**Keri Musselman 52:33**

No,

**Andrew Sharp 52:34**

that's more a prospecting situation.

**Katherine Duley 52:36**

Yeah, but even in this situation, you know, we want to be the choice, but I don't know, Carrie, I don't know what. Let me, let me,

**Keri Musselman 52:48**

I don't know as much about what Steve's situation is, but just from the bits and pieces I've put together, this has been going on, what, a year or two, Steve, and we took some time getting their test results, and that's just my impression, is that maybe they weren't taking us serious enough, or you know, there were some delays. Correct me if I'm wrong, Steve, I'm just trying to help you out. No,

**Steve Ward 53:20**

that's an I came in eight months ago, and we should have started working on this three years ago, and we started working on it a year and a half ago, and we dragged our feet on testing. So, while our competition was already spected and worked on their product, on their material, we were trying to prove ours did, and now that we've proven that it does work, and we're less expensive, and we're local in the states versus Canada, they've kind of made their mind up that the safest bet for us is to go with the company that is already on other four cars.

**Katherine Duley 53:50**

Let me ask you this. This is like I'm a visual person, is this gonna.. can you do a PowerPoint for them or not when you meet with the leadership?

**Steve Ward 53:57**

For sure. Yeah, we've..

**Katherine Duley 53:59**

so I think it'd be pretty cool to put up all the things that you've got going for you, like you just named off, you know. We checked the box here, we checked the box here, we checked, you know, is this correct?

Do we check these boxes? And when you get their agreement that you check the boxes, then your next slide would be a big question mark with maybe a box, like, what are we missing? I don't know. It popped it in my head just now, but I like the visual of it's kind of like, maybe this is what you're talking about. Carrie, is what are your concerns? What are your concerns about

**Keri Musselman 54:33**

something like, why are.. what are the closing question was something like, what are your concerns with doing business with Dodger Chemical? That's exactly what it was.

**Katherine Duley 54:41**

What are your.. do you have concerns? What are your concerns? I feel like I've not found.. I feel like you're concerned about something, because we check these boxes, but I don't know what it is. So, do you feel safe enough to share with me what your concerns are about Daubert? Because if it's something that happened prior to the eight months that you were there, I would then then you can say, how has it been in the last eight months? How has Daubert been for you in the last eight months? Because I'm Daubert, and I've been on top of things, and I will be on top of things, so I don't know, kind of I kind of like the visual of, but now Andrew's very analytical, so he could have a, he could see this in a totally different way than I do,

**Andrew Sharp 55:20**

I do, and I've got a visual. Do you want to see my

**Andrew Sharp 55:23**

visual?

**Katherine Duley 55:23**

Getting in that meeting, I would love for you to say

**Andrew Sharp 55:27**

I can show you my visual right now, Catherine. You want to see it? No, I got a visual. I'm going to show it to you. Maybe, maybe they're playing golf with the other guy, they got a friendship going. There's a relationship there that you are the newbie, and they've been going out and whining and dining with each other for years, and it's going to be quite hard for you, even though you're less expensive, to wrinkle that, you know, business away from them, because hey, we're entrenched with these people. We've been working with them for quite a while. I think you might have said something yourself. We should have been working on this three years ago, and now we're just coming in. I don't know if that's the case or not. It's a question. Yeah, you know, maybe they're golf buddies and they're going out every Saturday playing golf somewhere, or yeah, Who knows. I've even seen it where they've taken vacations with families together over a period of time, you know. I mean, who knows. I'm just throwing that out there.

**Keri Musselman 56:30**

Queen Steve, because Alan was the one working on this, so you may now that he's no longer in the picture, you may, you know, maybe that was, yeah, maybe they didn't trust him or whatever.

**Andrew Sharp** 56:44

Those

**Keri Musselman** 56:45

new golf balls last week, take them out and go golfing.

**Steve Ward** 56:50

They're mostly in probie ones. We can talk more about they've made comments that the president has made this decision that they're going with our competition, and we have yet to have a sit down meeting with the President, and that's what I'm trying to get, if it's Mike Duncan, if it's John in a meeting to show, like you said, Catherine, this real quick one pager, you've asked us for this, this, and this, we've met this, this, and this, where do we miss the mark, like why is this decision being made to go with our competition,

**Katherine Duley** 57:18

I don't know that I would say that I think I'd, so they have gone with the competition. What are you trying? What is the point of your meeting? When, when, what, what do you want to hear at the end of that meeting with all those high-powered people in there? What do you want to hear them say?

**Steve Ward** 57:33

We want to win the business. So, when I keep saying they've gone with them, they've made their decision that they want to go forward with our competition, but this program's not launching another year and a half. It just shows the cycle again. We have, they won, for instance, Auto Kennison won 60% of this Ford business. The other 40% is through their competition that we're also trying to bid for that business too, but they are still going through the decision cycle because they've done this before. Auto Kennison, this is all brand new to them, so they are trying to cross every t and dot every i to make sure they make the perfect decision as soon as possible,

**Katherine Duley** 58:08

so they okay, so they haven't made a decision.

**Steve Ward** 58:16

I think they've made up their mind, but they can still change their decision,

**Katherine Duley** 58:21

so

**Steve Ward** 58:22

that makes sense.

**Katherine Duley** 58:23

That's why I like the idea of the question mark and the empty box, you know? Or maybe as a joke, then you could put up a few boxes. Well, maybe it's more than one thing we're missing. What are we

missing? How can we help? We want to help you succeed. We want this to be successful for you. So, what are we missing? How can we help you? And I'd be quiet. Andrew's got a great video, and I don't know if he can pull it up.

**Andrew Sharp** 58:49

They saw

**Katherine Duley** 58:50

it, just

**Andrew Sharp** 58:50

showed it.

**Steve Ward** 58:51

We saw that one.

**Andrew Sharp** 58:52

Yeah, we showed it.

**Katherine Duley** 58:52

Remember how the guy was so quiet, and then the other guy started talking. You're in there with all that, and you're gonna have to tell your leadership, don't say anything. You know what this element of doing

**Keri Musselman** 59:04

is challenge Steve.

**Katherine Duley** 59:06

Yeah, I know some of your leadership. I'd be like, don't say anything.

**Steve Ward** 59:10

Yeah,

**Katherine Duley** 59:11

but

**Andrew Sharp** 59:13

they saw the video too.

**Katherine Duley** 59:16

I don't even

**Andrew Sharp** 59:16

do they remember it. May or may not,

**Katherine Duley** 59:20

and you know, quite honestly, I don't know if it's a group setting thing, I don't, well, like, are there rules, like, can you not call the president, can you not put the president on the eight touch system and call him and say, hey, you know, I've only been around eight months with Daubert,

**Steve Ward** 59:36

I'm trying to, it's a good plan, we're kind of over time here, I'm trying not to, I will do that if that's my last hitch effort, but I think that would tarnish my relationship with the engineers and purchasing that I've specifically worked with for the past eight months. If I said I don't like your decision, now I'm jumping over you to go to the president.

**Andrew Sharp** 59:55

Yeah, that could cause you a problem, I can see that.

**Katherine Duley** 59:57

Yeah,

**Steve Ward** 59:58

so not

**Andrew Sharp** 59:59

since off the

**Steve Ward** 1:00:00

table, but if I can't get a meeting, I'm sorry.

**Katherine Duley** 1:00:04

Do you like my question mark idea or not?

**Steve Ward** 1:00:07

I do. Oh, yeah, for sure. I think my answer, my own question is, I have to get a meeting scheduled with the actual decision maker, and we've met with these influencers and people that are just listening to the decision maker, but we need to sit down with him or her, the president of the company, and say you make this decision. Here's like you said, all these check boxes that we've gone off a question mark, like where you write this down, where do we miss the mark, where do we stack up against the competition financially?

**Andrew Sharp** 1:00:34

Well, can you can you develop a coach or a champion in the company with the people that you're dealing with, and maybe run Catherine's idea by them, and say, "Hey, what boxes haven't we checked? Maybe they'll tell you, maybe they won't. I don't know. It's

**Steve Ward** 1:00:50

sorry to hijack like half this training, but

**Andrew Sharp** 1:00:53

no, this is what we're here to do.

**Steve Ward** 1:00:54

Yeah, no, that's why I was laughing when we started this. I'm like, "My headache right now is with my customer that it's not financially just, it's financially justified because we are less expensive, but yet we still can't get this business, so we're missing something, and that's why I love that slide with types of value, because right there, there's potentially three things we're missing.

**Andrew Sharp** 1:01:13

Well, and do you remember when we talked about the selling benefits component of the training we did back in February, where I put that slide up that says I feel like we gave them everything they wanted and they still didn't buy something is getting in the way and it's probably to do with comfort or psychological value or loyalty, it sounds to me like they've got trust in you, because you've proven your products will work and they're manufactured domestically. Another question, where are they using your product? Because I know Ford does a lot of manufacturing in Canada, so is what they're going to be - are you, are they going to be using this in the United States, or is it staying up in Canada? Because I know Ford's got a lot of manufacturing

**Andrew Sharp** 1:02:02

going on, that's the

**Steve Ward** 1:02:03

worst part, is it's it's tier two, so the company that we're working with is local here in Michigan.

**Andrew Sharp** 1:02:08

Okay,

**Steve Ward** 1:02:09

and they're buying, supposedly they're gonna start buying this wax from a Canadian company, and it goes back to the beginning of our call to Cary Mitch with tariffs. I worked for Tessa Tate for eight years, where I fought against tariffs, because everything was produced in Germany. I now work for a company where we're producing in Chicago, and yet I'm about to lose business to a company producing something in Canada.

**Andrew Sharp** 1:02:28

Yep,

**Steve Ward** 1:02:29

with high tariffs.

**Andrew Sharp** 1:02:29

Canada is big on tariffs.

**Katherine Duley** 1:02:31

Okay, you are Steve. You are not going to lose the business. You are, you are not giving up yet. They haven't signed a contract with anybody, so start thinking about it differently. You're going to find out what you're missing, so you want to be able to answer that question. I gave them everything, and they didn't buy because of this, or they bought because of this. You know, there is still time. So,

**Steve Ward** 1:02:54

I've got my notes here. I'm going to start putting that slide together, and I think the first piece is get that meeting scheduled and sit down and present it.

**Andrew Sharp** 1:03:02

How much time do you have before you think they make that final decision?

**Steve Ward** 1:03:10

I'm guessing about a couple months.

**Andrew Sharp** 1:03:12

Okay,

**Steve Ward** 1:03:13

until they have to actually start purchasing material and running trials and all that stuff. I'd say a couple months,

**Andrew Sharp** 1:03:19

so our goal, or at least our plans, not our goal, but it's our plan, is to get back together again on June 1. Y'all good with that? We're not going to get together next Monday, it's Memorial Day.

**Keri Musselman** 1:03:31

Oh, you don't want to meet up at Lake Lanier? We could.

**Andrew Sharp** 1:03:34

Hey, I'm happy to meet anywhere, anytime.

**Steve Ward** 1:03:40

I'll be on the lake, so

**Katherine Duley** 1:03:43

if

**Andrew Sharp** 1:03:44

it's on the lake, does that mean cold beer is going to be involved too, or something?

**Steve Ward** 1:03:48

Always.

**Andrew Sharp** 1:03:49

Well, then there we go. I'm good.

**Steve Ward** 1:03:51

It's the best way to train.

**Andrew Sharp** 1:03:52

Yeah,

**Katherine Duley** 1:03:55

I think your listening rate might go down from 26% Maybe they're like,

**Andrew Sharp** 1:03:59

yeah, it might go up,

**Steve Ward** 1:04:02

I might forget some of it, but

**Andrew Sharp** 1:04:04

that's all right. We'll record it. We'll have a whole bunch of good video then.

**Keri Musselman** 1:04:11

Alright, so we're skipping the 22nd I'm just, yeah, it

**Andrew Sharp** 1:04:16

on the teams thing. It says that we're meeting next week, but ignore that, because I don't know how to delete one meeting on Teams without deleting the whole thing, which is annoying,

**Katherine Duley** 1:04:24

not putting it in my planner.

**Andrew Sharp** 1:04:27

Good, we'll meet on June the first, two weeks from today. So, enjoy your Memorial Day next week.

**Andrew Sharp** 1:04:34

Sounds

**Steve Ward** 1:04:35

good.

**Keri Musselman** 1:04:36

And then we skip from the 29th to the 13th. Okay,

**Andrew Sharp** 1:04:39

that's correct. Yeah, because that's the fourth of July. No, wait, no, that's when you're going to do a call. We're going to have you practice doing a business case with somebody, and we'll find somebody for you to work with.

**Keri Musselman** 1:04:52

July 6, we're off, so that's,

**Andrew Sharp** 1:04:55

Oh yeah, we go to the 13th, because there's no point meeting on the sixth, right?

**Keri Musselman** 1:04:59

And then

**Andrew Sharp** 1:05:01

the 27th 27th yeah, those are the dates, so we all good,

**Steve Ward** 1:05:10

yep, all good,

**Andrew Sharp** 1:05:12

all right. Well, I'll think on the Catherine, I'll be thinking about this as well, you know, we're not going to get any sleep either until you get this business. So, thank you.

**Steve Ward** 1:05:21

We'll all stay up together. You

**Katherine Duley** 1:05:23

just ruined my sleep cycle.

**Katherine Duley** 1:05:25

Sometimes you really like with your presentation that I personally would have really, really like with the question mark and the empty box. Sometimes that really sets you apart because people aren't brave enough to do that kind of stuff. And like one time I presented a proposal to somebody and I had like two options, and I put a third option in, and it was totally blank. It said third option, it was blank. I was like, if you don't like either one of these, we can do something different. We can come up with something together, and you know, I think it lets people.. it's kind of just different when you do things like that. That question, what are your concerns? People don't ask that, so you want to show you're different. This is one way to do it.

**Steve Ward** 1:06:05

Yeah,

**Keri Musselman** 1:06:05

if you maybe put some slides together and run it past you guys.

**Andrew Sharp** 1:06:09

Absolutely,

**Katherine Duley** 1:06:09

absolutely not. No, no.

**Steve Ward** 1:06:12

Carrie,

**Katherine Duley** 1:06:14

yes.

**Keri Musselman** 1:06:15

Just trying to help you, Steve. I want you to start making that big commission.

**Andrew Sharp** 1:06:19

That's what we all

**Steve Ward** 1:06:20

want? Yeah, for next call,

**Andrew Sharp** 1:06:24

You've got two weeks, with the exception of next Monday

**Katherine Duley** 1:06:29

meeting before Steve. If you get that meeting before and you want to talk, call

**Andrew Sharp** 1:06:33

us. Yeah, we're happy to do. We're happy to get together whenever you want. We'll make time. I

**Steve Ward** 1:06:37

appreciate that.