

# Daubert Financial Justification - 02 - 2026 06 01

Mon, Jun 01, 2026 2:03PM • 1:05:34

## SUMMARY KEYWORDS

Ford business, price reduction, purchasing manager, total cost of ownership, risk assessment, decision maker, financial value, competitive analysis, customer concerns, meeting request, sales strategy, financial benefits, product differentiation, customer relationship, sales negotiation.

## SPEAKERS

Steve Ward, Katherine Duley, Andrew Sharp, Keri Musselman

### Steve Ward 00:00

I guess their purchasing manager, the guy we've been working with pretty closely on Thursday. It's just a Microsoft Teams call, and during that, we're just going to lay out kind of what we've done since September of last year, before specification, our pricing, and just request a meeting with his management team or the president, the company to get a yes or no on the piece of business, and hopefully that's a face to face, but that's where we're for on Thursday.

### Andrew Sharp 00:25

Okay, what do you think's gonna happen?

### Steve Ward 00:33

I bet he's going to come back and ask for a price reduction on our quote, and then based on that, he'll take that to the president.

### Keri Musselman 00:43

I thought we were already cheaper than

### Steve Ward 00:46

we are. We're less expensive, and we brought that up at our last call, and he said it's still not making the president's mind change. So,

### Keri Musselman 00:54

lower will

### Steve Ward 00:59

again, that's the unanswered question. We just don't know, and I think having John involved with it, and just asking those very direct questions, of we've done it, we've checked every single box you've asked, we're less expensive, we're local, why can we not get an opportunity of this piece of business? So,

**Andrew Sharp** 01:18

well, maybe you can, and they're just wanting you to believe you can't, so they can try to save a nickel.

**Steve Ward** 01:26

I've thought that for the past eight months, and I'm trying to stay true to that, but I'm just not sure yet. I'm starting to lose faith, but I think having this, this once, so well, I guess two weeks ago we met, and then after that we did send the final test report to Ford, so it does show that we passed their spec now officially, so that meant it'll sway their opinion a little bit, but I'm just looking for a team's call, hopefully the video's on, talk to them face to face and say we've done all of this, can we meet with your president, your boss, whatever it may be in Michigan to talk about the Ford business,

**Andrew Sharp** 02:02

so let's say that everything's good, but they just trying to negotiate with you. How could we defend the price?

**Speaker 1** 02:10

Almost Keri,

**Andrew Sharp** 02:10

I asked tough questions, and Keri leaves. I don't blame her.

**Steve Ward** 02:17

Defend the prices.

**Katherine Duley** 02:18

Get a piece of something.

**Steve Ward** 02:20

I'm just messaging to Keri.

**Andrew Sharp** 02:29

No, we're all just messing with you, Keri. It's if we didn't like you, we wouldn't mess with you.

**Keri Musselman** 02:34

Well, y'all must love me then.

**Steve Ward** 02:41

When you say defend the price, I mean, are you defending the fact that we're already cheaper?

**Andrew Sharp** 02:45

Yeah, I mean, you're already in there, see, to me, and since you're dealing with the president of the company, they would understand this, there is a huge difference between price and cost, what's causing the problem is today the price is about today, the cost is about the whole time we work together.

**Steve Ward** 03:13

Well, the good point you bring up, because they currently have a piece of business on a Ford vehicle through a auto-kind instance competitor, so when you say yes, we are cheaper, less expensive from a price standpoint, or cost standpoint, or I guess price. I think their fear is, what is the cost if they try something new that doesn't work?

**Andrew Sharp** 03:41

There you are. There it's, it's the FUD, it's the fear, uncertainty, and doubt. So, if we're having a conversation about price, we're probably missing the mark. And so I think what we want to try to do in that meeting, and I could be way out of line here, so if I am, shut me down, but I'm just throwing out ideas, we're kind of spitballing here, but I would want to change the tone in that conversation away from the price and start talking about what you get for the price and what your real concerns are, because the price is masking that, and this isn't, you might even call them out in a loving way, and say, you know, I'm getting the sense that this isn't really about the price, because our price is lower, and getting it even lower to save a couple of dimes here and there is that I correct me if I'm wrong, but I don't think that's really what you're after, there's something here that's, do you have concerns that you feel uneasy about that we need to address, because when you and have we taken this and evaluated what it looks like over the course of the deal with them. How long if they award this business? How long is the contract for, or is there a contract, or how is it structured?

**Steve Ward** 05:08

There's.. I would most certainly think there's a contract involved with it.

**Andrew Sharp** 05:12

And so the contract will have a length, like, yeah, three years, two years, one year, five years. What? How long is the contract typically, do you think, going to be

**Steve Ward** 05:23

three or five years?

**Andrew Sharp** 05:24

So, then I would say over the term of the contract, yet to be determined how long it'll be. But are you, you're not really, I don't think, worried about the spot price we're asking for today. Is you are the ramifications of working with somebody like us over the term of the contract, and what are the costs going to be? What is the impact of that? Because to me, that's a whole different kind of a discussion than you're 10 cents a gallon too high.

**Steve Ward** 05:55

Yeah, it's a weird spot to be in, because most times that we're quoting Albert, at least we're not less, so we're less in this instance, and yet they're still not saying great, yes, let's go forward.

**Andrew Sharp** 06:10

No, I mean, 10 cents too high as to where they want to be. What are you competing with less than what you might be? Less than the competition, but are you less than what they want to pay,

**Steve Ward 06:23**

and that's I think going back to last call we had with this guy I'm purchasing, and during our call we mentioned, like we gave you a price, you already told us it's less than the competition. Where do we have to be? And he did say, if you come back to me, that might gear kind of start a conversation with the president to possibly change his mind. The president has made up his mind that we are taking the safest route, we're going with the current company that we're already using on this large piece of business that we have.

**Andrew Sharp 06:53**

That's what I remember.

**Katherine Duley 06:55**

I, you know,

**Katherine Duley 06:57**

if I were that president, I don't know that I would ever consider a different route, because of one word you just said, safest, and this to me is not really, I mean, okay, so the purchasing person goes back and says I got him 10 cents lower, he still is the risk is his willingness or his taste for risk enough to go, okay, yeah, that 10 cents, that's a big enough deal for me. I'm going to risk feeling unsafe, like what people will pay for safety, that's one of the benefits, right? Psychological value, so

**Andrew Sharp 07:36**

that's the big,

**Katherine Duley 07:37**

so

**Andrew Sharp 07:38**

that's

**Steve Ward 07:38**

why we want to have that conversation with the actual decision maker, and hear that from, because if that's the case, we're good. We will stop all this, this work on this. We're already their second source. If SWT, our competition fails, they're going to come to us. We're just trying to become the first source supplier.

**Katherine Duley 07:56**

So, why doesn't he see you as safe already if you're already a supplier?

**Steve Ward 08:01**

We're, we're not a well, we supply the company with other material, but for this specific opportunity they're taking again that safe wax that's already out of their vehicles,

**Katherine Duley 08:12**

and the only way to get to this guy is through purchasing, like your hands are tied, you can't get to him without going through purchasing,

**Steve Ward 08:19**

it's a gamble, which I think I'm willing to take at this point to go around our main contact, because it's either we potentially go around him and piss him off and talk to the president, or we lose it all around. So, if during our call, I mean, I guess I'll talk to John about that on our call on Thursday. He's like, "No, you're not talking to President, getting your best quote. Maybe we'll make a decision, or John will contact the president directly to say, "Hey, I want to talk to you.

**Katherine Duley 08:43**

I wonder what would happen, and you guys, you and Keri know this better than I do, I suppose. But if you said to purchasing, I don't really see the point of giving you another quote, because it doesn't sound like the price is the problem. It sounds like the problem is that you know you're unsure about Daubert, or you know, you said your CEO wants to go the safest route, you're not sure it would change his mind. So, how does, how does a lower price change his mind? How would that help? I mean, I, I'd want that purchasing agent to tell me, like, how does it help to get a lower price if he's concerned about the safest route.

**Steve Ward 09:21**

Yeah, yeah, and it's a good comment. I mean, we're unfortunately, we're talking to the person that's not going to make the decision, he's just a major influencer in the decision.

**Katherine Duley 09:29**

Well, yeah, and he's kind of blocking the door for you. So, think it's interesting when they go bring me a better quote. Well, how is the better quote going to make this a safer route, is what I'd want to know. And then they'll stumble all over themselves, because they really don't have an answer for that, because either they're dragging you along for whatever reason, because they're amiable, and they don't know how to tell you you lost it already, or maybe there really is hope, or maybe they're just negotiating.

**Andrew Sharp 09:56**

I can answer that question on behalf of the president, though, because when you look at the numbers financially you are assessing a value to the risk and at this price the risk isn't worth the reward but if you lower the price a certain x amount then the risk does become worth the reward we're willing to take the chance to save that so you know, somebody who is astute financially with the logic and the numbers might give you that kind of an answer to say, you know, because that's how gamblers look at a poker hand, or anything like that, you know, where if you're buying stocks, you know, you evaluate what's your tolerance for risk, and the goal is to quantify that, and so I like Catherine's question, because they may not answer it that way, and if they do answer it that way, then you know what you're kind of dealing

with, because you can say, okay, well, then what would make it worth the risk, or why? How are you going about quantifying that risk right now? So that would lead to a whole nother series of questions, I'm just like playing devil's advocate here for a minute, like to Catherine's question, what might they say, but I think Catherine, what you said about they'll probably stumble all over themselves and not have an answer is probably true, but I like to look at all the scenarios and say suppose they do have an answer, and I think that's what the answer would be at this level, it's not worth the risk, but if you lower it, oh, well, there's a greater reward there. It might be worth taking a little bit of a risk to see if we can get that kind of return out of it. I'd be, you know,

**Katherine Duley** 11:32

well, and what is the concern?

**Andrew Sharp** 11:34

Well, that's what

**Andrew Sharp** 11:34

you want

**Katherine Duley** 11:35

to risk,

**Steve Ward** 11:36

and that's why I don't understand. I've spent some time this morning trying to identify the exact material that they're supplying on the Bronco program and have our chemists compare the two, because we know our already passed ours, already passed the Ford spec. So I'm just trying to figure out how similar are the two products. Can we show that ours might be and over perform our competition or competitive product? I don't know. I don't have an answer of why. What the risk is.

**Andrew Sharp** 12:05

Well, that

**Steve Ward** 12:06

person can explain it.

**Andrew Sharp** 12:07

He probably can't. He probably can't. He doesn't

**Speaker 1** 12:11

comfort level.

**Steve Ward** 12:14

Yeah,

**Andrew Sharp** 12:15

he probably can't explain it. And I kind of like the idea of asking the question, because he'll have to admit to you he doesn't know, and then that opens the door for you to have a conversation with the person who does

**Katherine Duley** 12:28

well. I just, yeah, why does the cheaper price make it a safer route? I mean, that he's talking out of two sides, mouth of his mouth, he wants a lower quote, but the CEO said he wants to stay with the safest route.

**Steve Ward** 12:40

Yeah, like you said, if we've already quoted them and he's told me to my face that we're less expensive, but yet he still would entertain an even lower price that could potentially sway the president's decision, then it's like you said, you're speaking of both sides right now,

**Katherine Duley** 12:56

it's confusing, and that's what I would just say as a salesperson, like I'm a little bit confused. Help, help me understand. You know, I want to understand this, so that we can help you.

**Steve Ward** 13:09

Yeah, usually we're trying to sell the fact that we have a superior product and it's more expensive, not that we have a superior product and it's less expensive. And we're, by the way, two hours from you versus a next door country.

**Andrew Sharp** 13:22

Well, it's either that or it's, you know, like I talked about last time, they've got a friendship going there with somebody that

**Steve Ward** 13:32

possibly

**Andrew Sharp** 13:33

I played golf with these guys, I'm not changing that up,

**Steve Ward** 13:36

yeah,

**Andrew Sharp** 13:37

or something derivative thereof. It's

**Steve Ward** 13:40

well, that's safe. They'd have to cross the border to play golf, you know, heck of a commute.

**Andrew Sharp** 13:46

Well, who knows what it is, but

**Steve Ward** 13:48

yeah,

**Andrew Sharp** 13:49

there's something so deeper.

**Steve Ward** 13:52

No, but I like those two points. I think I'll for sure bring those up on the call on Thursday, and I'm hoping to get out of that. Would be a like, my goal is to be a sit down meeting with purchasing and the president, all the decision makers, as a final ditch effort to say, okay, we've checked every one of these boxes and walk through kind of bullet points of where we've exceeded and just ask for the piece of business.

**Katherine Duley** 14:15

Let me ask you something, I love your idea, I think that's very good, but how does it benefit them to sit down with you and have that conversation? Because that's a lot.

**Steve Ward** 14:28

There's some.. I mean, they literally, in November, we had their whole team out to our plant for an audit, which we passed just a couple end of March. They sent one of their supplier quality engineers to our plant, because he wasn't able to attend the meeting in November to re-audit certain parts of our plant. Sit down with John and other executives on the team and talk about this piece of business. So, it's this is the most confusing opportunity ever worked on in my life. Where we know we haven't won in, we are in the back seat right now, but yet they're still paying to send someone overnight to drive five hours and sit at a plane for six hours to talk to our quality team and look at the lab and everything else, so they're still investigating, in my opinion.

**Katherine Duley** 15:10

I think it'd be, yeah, that's a lot of effort for them to put in for something that they've already made their mind up about, and so there seems to be some mixed signals, so I like the idea of getting everybody together, because maybe you'll get clear signals, but what are they gaining from not making it clear, or what do they gain, what do they gain from not meeting with you? You know, it's a lot of logistics to make this meeting happen, so what's in it for them to make this meeting happen?

**Steve Ward** 15:39

Yeah, and I agree, and I think if it's again just to hammer home how we can be a safe option for them,

**Katherine Duley** 15:48

yeah, but what's in it for them? Why do they, you know, because they

**Steve Ward** 15:51

cost saving a local supplier leading in the industry, and we've got these different charts we can show them, just showing the copy that we're competing against is heavily involved with asphalt, and this isn't in their specialty.

**Andrew Sharp** 16:03

This

**Steve Ward** 16:04

is our specialty. We're on millions of vehicles, they're on 200,000 vehicles, so it doesn't add up. That's why I'm hoping that we can get in front of somebody face to face and just throw out all these facts, and I think you can read someone a lot better in a room with them versus if it's even a Teams call, even a phone call, just get their true mindset opinion. They just don't like Dabba for some reason, who knows.

**Katherine Duley** 16:28

So the meeting, the purchasing person is going to set up the meeting right.

**Steve Ward** 16:33

We're going to request a meeting on Thursday, and I'm hoping that he complies with it. If now we might take that route where John and myself tries to go around him and talk to somebody else, because that point we lost it. So,

**Katherine Duley** 16:47

I mean, is there a way to ask for the meeting? Like, I don't know if you're emailing this request or if this is a conversation, but could you email the purchasing and the CEO and say we'd like to meet with you, so that he knows you're trying to meet with him, because purchasing may not ever tell you you're trying to meet with him. Look, how cynical I am. I'm a very cynical salesperson, aren't I?

**Steve Ward** 17:07

So, the meeting's already scheduled on Thursday between John, myself, and the purchasing guy. So, I would have to send an email to the President and Purchasing and John on copy before that meeting, because it would be weird if we asked for the meeting, and then if he said no, then we send an email afterwards.

**Katherine Duley** 17:23

Yeah,

**Andrew Sharp** 17:24

I think your best course of action at this point is to ask questions. Let's come up with some questions that the purchasing person can't answer, and it will become apparent that maybe there needs to be a meeting with the president and then if that doesn't work, then you just go around the purchasing engine and call the present.

**Speaker 2** 17:49

Yeah, I

**Steve Ward 17:49**

think, like, I think two of those mean, like you mentioned, like, what are their real concerns, and how can we address them? But I mean, is it even smart to say, like, what price can we offer that would make it worth the risk.

**Andrew Sharp 18:05**

If I would use that as a last resort type of question, I wouldn't want to start there, because I don't want to make this about a price conversation. My goal with this would be to change, I'd say move the goalpost a little bit, and you know, you can't fight the works thing with price, because that everybody wants a lower price. Who doesn't want a lower price? I mean, and every time I buy something, I wonder, like, I wonder if I could have gotten it for a better deal. It's like this, my, my sister-in-law, I love her, but me and she is.. I don't know how to describe it. She's not here. I don't talk bad about her, but she's a little ditzy in a way. But she went one day, she came to our house to hang out with us, and she was spending a night there, because, you know they were having Buzz family thing. She decides she, one of the reasons she came here, she wanted to go to a car lot here in our town, Alpharetta, where we lived, and look at a truck for her husband. And she goes over here, and the next thing I know, she comes back with a Ford f1 50 pickup truck. She was gone for an hour and a half, and she comes in, and she's all proud of it, and she's like, "Look at this, the truck we got, and I looked at him like, "That's quite a truck there, and she's, "Oh, I got a great deal on it, and me being who I am, I started to say, and my wife put her hand up in front of my face and stopped me, but I was like, I was about ready to say, How do you know you did it in an hour and a half? You know, I'm sure she did not get the deal she could have gotten had she put more time and work into it. Yeah, I just feel like, how do you know? Whenever I buy something, I'm always anxious. Did I get the best deal? Because when somebody tells me I got a great deal on this car, I'm like, did you? And so maybe these people are like wanting to make sure they get the best deal possible. They're just relentless, and some people are. You don't know, but that's the purchasing agent's job, is to make you feel that the only thing that matters is price.

**Katherine Duley 20:28**

I think I think an interesting, you wanted to ask about what price would make it worth the risk. I think an interesting way to ask that question, possibly, is if I could, if I could match your price, or if I, you know,

**Andrew Sharp 20:45**

you're already

**Katherine Duley 20:46**

what's you're already lower, but if I can match that price in their head, you know, what's the alternative? If I don't,

**Andrew Sharp 20:53**

they'll buy from who they're buying from. But yeah, I see what you're saying. You want them to say that. Yeah, you want them to say that. I get it now. We

**Katherine Duley 21:00**

don't know,

**Andrew Sharp** 21:00

that's a good question. If we can't get to your price, what's going to happen?

**Steve Ward** 21:06

No, I, my opinion, I think that first question is like, what are your real concerns?

**Andrew Sharp** 21:12

Yeah, price

**Steve Ward** 21:13

isn't a concern, we're cheap, we're local, so just tell me, why are you not going with

**Andrew Sharp** 21:19

us? Yes, I think

**Steve Ward** 21:21

the five months ago was, well, we haven't passed testing yet. Pass it now. What,

**Andrew Sharp** 21:27

there's something going on, and I, you know, yeah, I think you just level with them. I think that's a fair thing, that you know, I just satisfy my own curiosity. Please, I'm really curious about this. We've done this, this, and this, and you're still antsy about buying from us. Would you please, just one person to another, what's going on? Yeah, really

**Steve Ward** 21:52

kind of closure. I'm not gonna win an opportunity to get any closure, please.

**Andrew Sharp** 21:55

I'm gonna be at the gates of Saint Peter, and that's gonna be my question when I die, what? What happened with this company? Why weren't they buying from.. Can you please help me out? I don't want to have to go through the rest of my life wondering.

**Katherine Duley** 22:09

That's the biggest question you have for the rest of your life.

**Andrew Sharp** 22:12

Well, I know, but it's just.. and that might be he retires,

**Speaker 1** 22:16

he probably gonna give care less.

**Andrew Sharp** 22:19

Nope, I've still got one from when I was 24 years old that I haven't gotten answered yet, but not,

**Speaker 1** 22:25

yeah,

**Andrew Sharp** 22:27

but yeah, you know, it's just different strokes, different folks, but I think you got a really good purchasing agent on your hands, just doing their job really well,

**Steve Ward** 22:40

yeah, I think I mentioned the last call. This is Auto Con intends largest opportunity in company history with Ford, so nobody wants to make a mistake.

**Andrew Sharp** 22:51

Yes, and there's the risk element - FUD probably is running rampant. There's a CYA factor - nobody wants their name out there on that deal, if it doesn't go right, because their heads on the platter and it'll get chopped off. So he got a ton of psychological value that needs to be dealt with here.

**Steve Ward** 23:13

Yeah, so I'm confident in the call on Thursday. We built a good relationship with this purchasing guy, just asked uncomfortable questions, get them to talk, and hopefully get a meeting with the actual decision maker, if it's the president, the VB, whoever may be within the coming weeks.

**Andrew Sharp** 23:29

Okay. Good. Excellent. Well, you know, we talked about those four sources of value last week when we got together, announced two weeks. Boy, that two weeks went by in a hurry, didn't it? Am I the only

**Speaker 3** 23:43

one, or did

**Andrew Sharp** 23:47

so to build on that a little bit, and this is something we did have. I put this together for you guys. I've never had this, you inspired me to create something for you, so I hope you like it, but I'll share it with you. It's a value mapping worksheet. We talked about that in our last call. I know a little bit, and so the way this works is you've got the four types of value here that we describe, and there's some examples from Daubert OEM standpoint that I came up with based on the scenarios that we've done with you guys and the things of the information I've gotten, but how might you try to quantify some of this stuff, and you know, the cost of nine, these are all right here questions that you can.. I'm not sharing my screen, am I? I'm branded that way. Yeah, y'all are missing out on some great stuff.

**Keri Musselman** 24:44

Wondering what we were supposed to be looking at. I

**Steve Ward** 24:46

thought we were gonna start guessing.

**Andrew Sharp 24:47**

I got some really cool stuff here, you know? If you could only see what I see,

**Katherine Duley 24:53**

I was gonna tell him, but I thought he was getting ready to share it.

**Andrew Sharp 24:57**

I'm just being a moron. I'm just being an

**Andrew Sharp 25:01**

idiot,

**Andrew Sharp 25:06**

Catherine. You can't win. You, you tell me I'm not sharing when I don't mean to be sharing, and then when I do want to share, you don't. Yeah, it's a losing thing for you. That's that's what I do, just to mess with you, Catherine. It's just, am I sharing it now?

**Steve Ward 25:19**

Yes,

**Katherine Duley 25:19**

yes. Well, we don't know what you meant to share, but you are sharing something.

**Andrew Sharp 25:22**

Well, that's good.

**Katherine Duley 25:23**

The four types of value mapping work, that's

**Andrew Sharp 25:25**

what we want to see. And so this is just something I created for the two of y'all based on a conversation we had. If it's good, we might use it elsewhere, but you're the kind of the guinea pig on this. We'll see if it's any good, but you've got the four types of value going down this column, the functional value, the, you know, can they build their product without it? That's kind of the thing, you know, functional value by its definition, you can't function without it, gotta have it. So they're going to buy it from somebody. So then the thing becomes, how do we build some quantification questions here, and, and these are just, you know, basically, what these are, so here you're looking at total cost of ownership, cost per unit output, ROI, over the term of the deal, and so I think these are some questions we should be asking. When you know all the risk aside, what do you look? You don't want just the low price today, you probably want the best return over the course of this contract that we're about to sign with each other. What are some concerns that you have, not just about today, but over the long term? And at the end of the three year contract, what would you look back on and say this was a complete success for us?

What would that look like, and what are you afraid of keeping that from happening? These are questions that get the customer to start visualizing the risk that's involved and being able to explain it to you, but this is something that what I put down here are some questions that you could ask, so you know these are sorted by by the stakeholders that you have, and this is the things that, like, what does moving from a 10 year to a 15 year corrosion protection let you claim that you can't. The I don't know if I did a good job with these questions or not, but I hope you get the gist of it. What I'm trying to show you here is a thing that you can use

**Katherine Duley** 27:24  
a template,

**Andrew Sharp** 27:25  
yes, a model template, but and then when you

**Speaker 1** 27:30  
get send this stuff to us, I thought you were gonna send us the other stuff. Steve said you just sent the transcript or something. Yeah, I've got.. did you not? I didn't see

**Andrew Sharp** 27:40  
you, didn't get

**Speaker 1** 27:41  
it.

**Andrew Sharp** 27:45  
I probably

**Katherine Duley** 27:46  
did.

**Steve Ward** 27:46  
You sent it to

**Andrew Sharp** 27:47  
the

**Steve Ward** 27:48  
email address?

**Andrew Sharp** 27:49  
No, I think I sent it from my, my sales concepts email address, like a moron. I need to send it from Gmail. I always forget that. I'm sorry. I've, I've got all of it here. I'll send, I'll send you a bunch of stuff today. I've got it all here. I've got the transcript. I'll have the transcript from this call if you want it, because I'm recording this too for you. So, but you've got what is.. yeah, I'll send this to you, and you

can look through it. I don't know that I need to walk through every little thing, but what I did here is you've got a way to pick your opportunity. This might help you work through things. I had a better one. This one's ahead. This isn't went back and redid this. Hang on a minute. Let

**Andrew Sharp** 28:41

me, well,

**Katherine Duley** 28:43

the cool thing, this will help you with what you're doing, Steve, planning out what you want to say to that purchasing agent. This is kind of a path for coming up with the types of questions you want to ask and thinking about the value.

**Steve Ward** 28:58

Yeah, for sure.

**Katherine Duley** 29:00

And Keri, hopefully it helps you with an account you have coming up. I don't know, we're talking about Steve's, but you might have something going on too that this would help with

**Speaker 1** 29:10

everything. I'm working on right now, I'm waiting for lab tests to come back as of right now.

**Andrew Sharp** 29:20

Okay,

**Katherine Duley** 29:20

well, that's good. You've been moving it through to that point.

**Speaker 1** 29:24

Yeah,

**Andrew Sharp** 29:26

I've got too many

**Katherine Duley** 29:27

part of the deal. How long does that take? Usually

**Andrew Sharp** 29:32

the hurry up and wait part,

**Speaker 1** 29:34

exactly. It depends on the customer specification and what tests we need to run, but I'm also, you know, in the interim, like we're working with Volkswagen, and I got a an update on Friday that one of the oils that we use in the formula, because of what's going on in the Middle East, it's not going to be

available for another year or two, and then once it is available, who knows what the price is. So we're back to kind of square one, so that's you got to pack your patience, and I'm not the most patient person, God knows

**Andrew Sharp** 30:22

I I can relate

**Katherine Duley** 30:23

right there with you,

**Andrew Sharp** 30:26

yeah. Especially when you're trying to get a sale, it's like, what's going on? But I had a document that I've created, and I worked it all up, and I think I deleted it. I can't find it now. I'm now I'm not very happy. I spent a couple hours on this thing, and I think I saved over it with something else. What an idiot. I'm gonna have to send this back to you again.

**Andrew Sharp** 30:57

What did I do?

**Andrew Sharp** 31:02

No. no, it's gone. I don't have it. Oh, well,

**Speaker 1** 31:06

that's a shame. I'll,

**Andrew Sharp** 31:08

I can recreate it. I'll just have to go back, and I've done a lot of stupid stuff with computers, but this is a new level. Oh, I'll I'll, yeah.

**Katherine Duley** 31:23

Well, why don't you show us the document you had and tell us what's missing, and then you can recreate

**Andrew Sharp** 31:29

it. That's not gonna be easy. Well, at any rate, this is what I had, but I had questions here for you to ask people, but some of them are in here beyond the price per gallon. How would you measure the total cost of, you know, over the.. that's something you could ask purchasing, possibly. But I had more questions here. The finance people, you know, if they're worried about this working, you could ask that question. What? How is the success of your job measured? These are personal questions, and I had worked these up a different way. I don't like these questions. I came up with these, and then I had different ones, but at any rate, the goal is to try to get them to talk to you into level with you, and you have to earn the right to ask these questions, you can't just go in there and start firing these questions off, because to Catherine's point that you made earlier, what's in it for you to answer these questions? Why would I want to answer these questions when theoretically I'm making myself vulnerable and that

could be a little painful, I might not want to do that, so how do we convince them? How are you going to tee this meeting up, so that you can ask these questions that are somewhat possibly seen as being a little bit invasive, or that might make this purchasing agent vulnerable. You follow what

**Speaker 2** 33:06

I'm saying.

**Katherine Duley** 33:08

It's not just for this account, Steve, it's for all these situations, because it sounds like you guys run into purchasing, so you know it sounds like for every account you're going to be having to use this methodology really when you're talking to purchasing,

**Steve Ward** 33:24

oh yeah,

**Katherine Duley** 33:27

and how can we get purchasing off the conversation of cost or price or price, I guess, really like how can we, what kind of questions can we ask that will help us differentiate ourselves, because price isn't really a differentiator, and here, Steve, in your situation, you're less than the current provider, and that's still not enough differentiation. So, how, what are some other ways, and can we show those, those ways? How, how they help them, maybe financially, that's an important piece of it, but getting purchasing off that price conversation is only done with questions that don't talk about price,

**Steve Ward** 34:13

and what I took away, probably my top takeaway from the sales training a couple months ago, was the total cost of ownership, and it's not just I always saw that you're talking to purchasing and you have the right price, or they know you're close enough. It's just the one step you got to have to go past them, or it's not. They're looking at all different angles, and yeah, it might be priced one day, but like in Auto Kennesaw's case, we're less, but yeah, we're still stuck with purchasing,

**Katherine Duley** 34:41

yeah. Yeah, that's a that total cost of ownership is huge, and to get them to understand that, and to talk about that, which is, you know, not easy to get them to talk about, they may not even understand it. Do you think that's part of the problem?

**Steve Ward** 34:57

I think someone in the company knows that we just have to get to that right person,

**Katherine Duley** 35:04

and maybe educate purchasing on that too.

**Andrew Sharp** 35:10

So, another thing that I wanted to do, we hadn't gotten to it quite yet, was how are you going to present this to them, or any company, basically, so that they can see the value of working with you over time,

and do you have a way of demonstrating, not specifically this customer, but any customer, where you've got to prove your value financially over a period of time? How do you go about getting that conversation going, or is that something you've ever had

**Andrew Sharp** 35:50

to do?

**Steve Ward** 35:50

I would say from my standpoint, I mean, we do have like a slide deck that obviously shows like the intro of Albert, and that we manufacture calcium sulfonate and all the stuff that the chemists want to hear, and engineers, but one of the key takeaway slides I had, I think Frank put it together earlier last year, was showing the sure volume of the amount of wax or material that we have on cars in North America, and just kind of putting some value behind downward in the, I guess the amount of business we have with automotive to make them feel comfortable with their decision,

**Andrew Sharp** 36:27

so we haven't done this yet, but something that I'm working on for you guys is helping you come up with a spreadsheet you can use to tell your story to a customer, so that you can ask a set of questions that enable you to go back on your own. Don't do this in front of the customer, but do it with the customer. Don't let them see what you're doing until you're done with it, to know how it comes out. But would it be helpful to you to be able to present your customer with a spreadsheet that has their numbers in it that shows the value of working with you over time, so like I guess the questions that I would have for you is how do you over, let's say for a three year term, help your customers make or save money. What are all the different ways you can do that with various products, so we might need to settle on one product, because I know you got a lot of different things, you got rust preventatives, you know, you've got cavity wax, you got all this different stuff, you got adhesives, is another group that's not y'all, but I don't know if you get involved in that or not from an OEM standpoint, so we but what are all of the things that you offer that help customers make or save money or save time, or that reduce their angst, and can you quantify that? Because if you can quantify it, that you can use, but everything that you.. because what I want you to be able to do, and I'm gonna switch gears here for a minute, and say I want you to be able to show a customer what it looks like when you save them money. I want them to be able to see

**Andrew Sharp** 38:18

it.

**Andrew Sharp** 38:20

Does that make sense? What I'm talking about right now. Yeah, I call it a life cycle return analysis, and so you know, you might have, and this probably may or may not be the best example. That's why I want to come up with a better one. But what are the initial costs of working with Daubert, are there any setup costs that we have to work with? What are the maintenance costs going on? What are the annual operating costs? And then, how does, how does the customer get money back on that? And you know, for a three year term, it might look something like this, so that you know your setup cost might even be more than your competition, but can you save them money because yours is your annual operating costs are lower for the customer. You see where I'm going with this. Is this a good example or not? I'm

not sure, but if you could show somebody like this, and this might get lost on purchasing, because this isn't how they're judged, it's not how they're evaluated, so they might not care about this, but boy, if you could show this to a president of a company and said this is how we're going to save you money over time, yes, our price isn't where you necessarily want it to be right now, but quite honestly, that's irrelevant, because when you look at what we're going to save you over the three year term, it really doesn't matter. I had somebody say that to me once, and I was shocked when they said, and then they backed it up, and it was quite a provocative thing to say, but what

**Katherine Duley** 40:01

do y'all think of that?

**Andrew Sharp** 40:02

Yeah, I was going to ask you, what would you think if you're the president of a company and you saw something like this?

**Speaker 1** 40:08

Well, I don't know how we're getting our competitors' information.

**Andrew Sharp** 40:12

You asked the customer

**Speaker 1** 40:14

to fill this, well, they're not going to tell us how much they're paying, and just as far as from the OEM standpoint, I mean, unless it's a new plant, they should already.. there shouldn't be any initial or setup cost maintenance. I mean,

**Andrew Sharp** 40:31

I'm just using this as exactly

**Speaker 1** 40:33

pertains to our OEM stuff. Do you, Steve?

**Steve Ward** 40:38

I'm not,

**Speaker 1** 40:42

I because I mean, with ours, ours is, I mean, they're not going to gain any revenue from using our products, because ours is technically part of the vehicle, it's, it's serving a purpose, it's not, you know, you're not going to buy a Toyota over a Mazda, because they have Daubert cavity wax in it. Yeah,

**Andrew Sharp** 41:04

absolutely not. But what.. what I'm talking about is the manufacturer might buy from Daubert, because you don't create as much downtime, or maybe your application is more forgiving, or you don't need as much material, or it's easier for them to apply. I'm asking you from the manufacturer standpoint. Why do

people buy Daubert? What is the reason? Why do they buy your stuff? And it's not because they like you, they.. what is a financial reason why your customers buy from you now are buying from you? What are they getting for it? And is there way we could quantify it if you tell me we don't produce as much waste, is the competition, or maybe it's the status quo, or whatever it is, but you know, does your, did the things that you sell go further with the customer, for why, why do people buy from you? What do they get?

**Katherine Duley** 42:04

That's a lot, right there.

**Andrew Sharp** 42:05

I know.

**Steve Ward** 42:06

I mean, I would say from what I know, peace of mind. If you have a corrosion concern, if they're a quality issue with corrosion, that could be a major headache financially for an OEM. And if by putting Daubert wax on the vehicles can stop it. It's a huge benefit.

**Andrew Sharp** 42:22

Well, what if I put somebody else's wax on there? Does that stop it too?

**Andrew Sharp** 42:29

Well,

**Speaker 1** 42:29

there's, you know, there's with the cavity wax, there's a dripping issue, and I know our competitor, you know, I've heard from several customers, drips more, so there's some savings there, but How do you really quantify how much, how less, how much less dripping, you know?

**Andrew Sharp** 42:50

Well, that's what we've got to work, that's what makes this hard. It's not easy, but boy, if you can somehow get the customer to work with you to try to quantify that,

**Speaker 1** 43:01

well, and the other thing is, unless it's sprayed by a robot, I mean, you've got the, the person, you know, what am I trying to say, the, you know, the elevator could be, you know,

**Andrew Sharp** 43:18

you got human element,

**Speaker 1** 43:20

exactly, yeah, that's what I, that's what I was looking for. Yeah, because, like, you know, they each, just to use as an example, let's say at Hyundai Kia, they've got a person on the left side of the car and a

person on the right side of the car. You could have more wax on the left side than the right side, or vice versa, I mean it's and that happens all the time,

**Andrew Sharp** 43:45

I'm sure. What does that cost? What does that cost is

**Speaker 1** 43:48

robotically applied,

**Speaker 2** 43:54

so there's a little more control there.

**Andrew Sharp** 43:58

I'm just wanting you to think in terms of what is different about Daubert and what does it mean to the customer financially, and can you replicate that, so you can share that with other companies who don't know, that's the big goal of this, and I know my, my example here maybe is not that good, that's because I don't really have the data to build one for you. We could get it, we could work on it together. And I'd love by the end of this workshop with you guys, not today, I mean all of them, that you would have a tool that you could use to plug some numbers in that you could ask the customer, and if you're not going to get the competitive data, don't use it, you don't need it. Just say this is how we're going to save you money over the term of our agreement. I'm sure no XYZ Company competitor X is giving you this as well, because I know they do this for their best customers. So this is ours, and what are they thinking? That's the way I just slammed the competitor all to hell without really calling them out by name, but you know,

**Katherine Duley** 45:10

this say what you're talking about doing really is, is on paper or digitally, whatever, you know, on a slide is quantifying what these great sentences are that we say to prospects, like we say something amazing about your wax, and let's put it here and show how financially it is different from the competitor.

**Andrew Sharp** 45:40

Now, maybe you can't do it. I don't know, but I think it's worth the exercise of trying. Do you? Is it worth exploring this idea, or am I totally out of whack here?

**Steve Ward** 45:52

I think it's worth it. I'm trying to think of other ways to quantify it. I know one that comes to mind is with one of my accounts right now, I'm justifying switching from a solvent-based wax to 100% solids wax, I know VOCs, and it's more per gallon, but they're using 100% of it, so there's a cost save, technically, even though they're paying more per gallon, they're using less material, so if we come across a competitor that is using a wax that has solvent in it, we can show them x amount of gallons are used with this wax at this price point, we use less gallons, even though our price is higher, but you're still saving money, man.

**Andrew Sharp** 46:30

So that would be a whole line of questioning you can ask somebody, How are you applying the wax? What type of wax are you applying? And

**Steve Ward** 46:39

yeah,

**Andrew Sharp** 46:40

what you're doing is you're fishing for information that you could use to build a financial case to buy from you, and you might need to have 25 questions like that, you know, one won't get you there, because if they're they're not doing it the way that would work favorably for you, you can't use it, but that's why I want us to diligently work hard to think about what are some areas where we from a financial standpoint can quantify things that set us apart that we can eventually possibly put together in a spreadsheet so that we can quantify over the term of the deal. You can buy from us and you save \$521,000 over a three year period, or you can buy from them and not save it. You know it's.

**Katherine Duley** 47:36

and what would you do with that money,

**Andrew Sharp** 47:42

you but I'm just trying, and you may not get the competitive information, and I like to roll out the ideal version first, the pretty part of it, but even if you can't, it would still be helpful to go to them and say, you know, based on what we found, doing it the way you've been doing it versus working with Daubert. Our estimation is that you'll save \$521,000 over the next three years. Would you like to explore this further? You're not saying I have the ant, you're saying this is based on the data that I've seen what we might be able to do for you. Can we talk about that? Yeah, that's a whole different kind of conversation than you're a dime too high per gallon, or you're this too high for that. It's I'm trying to get out of that, and I'm trying to make this more of a long-term thing, and show the big picture, because if we're not doing that, it's very hard to justify your price, and I like to get to the point with the purchasing people where you look at and said price really doesn't even matter, I could double my price and you'd still save money. I don't know if this is resonating with you two or not, but

**Speaker 1** 48:59

I'm just thinking, I do know that one of the things BMW is doing is monitoring, and I'm going to ask them if last time I asked, they didn't have anything, but they're supposed to be putting together some cost savings analysis since they've started using our material.

**Andrew Sharp** 49:22

Hey, if nothing else, I'd like to see their methodology as to how they're going about doing

**Speaker 1** 49:26

it. Well, that's what I'm.. I'm.. that's.. I just wrote that down. I got to talk to them about some other stuff this week, so I added that to the list.

**Andrew Sharp** 49:36

We'll

**Speaker 1** 49:36

go see how, if they've got any of that put together yet.

**Andrew Sharp** 49:40

Well, I'd be interested to know what they tell you, because

**Speaker 1** 49:43

that's probably going to be our cost versus the competitor and usage. If I could even just get their usage, you know, that you know last year they used, you know, 1000 gallons of the competitors, and this year they used, you know, 900 so we saved them 100 gallon, you know, something like that, that may be what they're coming back with. I know they're not going to give me any pricing,

**Katherine Duley** 50:11

but there's even more stuff in there that they don't know about that you guys do know about. There's other things that you sell that you know, when you talk about the features of your, your products, those all can be quantified. I think it might take a minute to figure out how to do it, but whenever you say something, and you say to yourself, so what after it, if you make some great statement to a customer and say, so what, if you can, so what yourself down to the final reason, if you will. We can take that, and then figure out what is that worth. What is that worth to them? See, we don't often put a worth onto these wonderful value statements we say about our products and services, and so it's pretty cool to come up with a spreadsheet, and we can do that together, where if you say our product x does y, and that matters because of this, and it's a quantifiable, it's a money quantifiable benefit, man, that's strong

**Andrew Sharp** 51:20

if the customer agrees with it.

**Katherine Duley** 51:23

Well, we did this for the adhesive group. We, they were talking about, oh, it's people are telling them it's good enough, we're not going to change because it's good enough. Well, we worked through a spreadsheet with them to show them what the, what the price of good enough was costing the customer. What were the numbers, Andrew, that the customer staying good enough for good enough, and I honestly, I think they were shocked to see what, what good enough meant. What was the customer losing by saying this is good enough? And Steve, this is where we could help you, maybe with your customer who says I'm taking the safe route. Well, isn't the safest route? And what, what financially can you bring to them? I mean,

**Speaker 1** 52:05

that spreadsheet, Catherine, that you did to the for the adhesives group.

**Katherine Duley** 52:10

Yes, I believe my assistant, Andrew, is looking for currently.

**Speaker 1** 52:13

Yeah, because I'm helping one of the guys, and I know you talked about it on their call Friday, because he was texting me about it, when Josh has that customer down in Florida. Yeah, we're, we're going to go down there, because I've got a personal relationship with the guy who just bought that company, and you know, I'm just going to remind him of the things we did for him, and you know, unfortunately, our technical guy passed away, so he hasn't been replaced, but you know, we spent to get that business, we spent countless hours going over, you know, I'm not kidding, this guy is very technical, so

**Andrew Sharp** 53:04

I'm sorry to hear that. Was that unexpected? Did that happen suddenly?

**Speaker 1** 53:08

He wasn't in the best of health. He passed away two years ago, but he wasn't in the greatest shape.

**Andrew Sharp** 53:20

I can relate to that, unfortunately.

**Andrew Sharp** 53:22

But

**Speaker 1** 53:22

yeah,

**Andrew Sharp** 53:24

so this is the spreadsheet that we worked up for the adhesive group, and I don't mind sharing this with you. I'll send this over to you. I'll send you guys whatever you need. Y'all, the same company,

**Katherine Duley** 53:33

I think the verdict page is the most interesting, right?

**Andrew Sharp** 53:36

But yeah,

**Andrew Sharp** 53:36

well, what you've got to do is, you've got.. oh, is this not filled in? Shoot, once again I'm screwing up the others.

**Katherine Duley** 53:46

Find the one that's building. I'm

**Andrew Sharp** 53:47

having a day.

**Katherine Duley** 53:51

It's pretty powerful. The pricing of

**Katherine Duley 53:58**

that's kind of what we want to help you guys create is something like this, and it may not be that the cost is good enough, but it's a template that you have that you can input numbers into, and kind of give the customer a verdict of some of the things I don't think I want to say, tie a bow on, like we say these wonderful statements, and then they just kind of dissipate, and nobody knows what they really mean, or what it brings to you, and this to me puts that period on a great sentence.

**Andrew Sharp 54:27**

So, I'll show you the end of it. You've got all the questions that you ask, all these numbers in blue are things that you put in there, and so these are the annual volume of the competitors' adhesive. This is, you know, they're trying to win business, so the price per pound that they're paying now, they know what the price per pound is. They said it was \$2 per pound. Daubert's coming in at 250 per pound, and so the difference, if you buy 250,000 pounds, is \$125,000 over a period, and this is just stuff you fill in, so then you know these are what you want to get to, is this page. So right here, the annual Daubert is \$125,000 a year, more expensive than the competition. That sounds like a big number, but the annual cost of what they're paying is \$229,000 more when you look at the downtime that's created because the adhesives aren't being applied correctly, or for whatever reason they had reasons, I could go back to the this page and show you all of that, that's where all of this comes in, so you know, you've got scrap from, you know, their scrap is higher, it's \$35 per event, you know. If we work through all of this, the rework labor, they got to rework things like, how much of the stuff is being well with the competition, they're having to do more reworks than they are with Dallar material. Is that happening in your case, what about unplanned line stoppages? Are is anything creating unplanned line, and what does it cost to stop a line? You've got to get the customers to want to tell you this stuff. This is the challenge. This is why we have to connect with the customers. This is why we spent so much time talking about people's styles and what they like, because you've got to build enough trust with them to where they will answer the questions for you to fill out this spreadsheet, but what we found out is that the annual cost of doing what they've been doing is \$229,000 and for spending an extra \$125,000 you don't, you can do it with Daubert for 125 whereas what they're doing now is 229 it's a savings of \$104,000 is what this works out to, and you go back and you check each line item of that spreadsheet. Why wouldn't you make the changeover? What's in your way, and it takes price right out of it. It's like you can keep buying theirs and pay \$229,000 in downtime and reworks, and you know, scrap, or you can buy from Daubert, and it cost you. Yes, it cost you \$125,000 but you're getting back \$104,000 for it. To me, this is

**Katherine Duley 57:30**

like this is like the printer that is less money, and you buy it from Staples or whatever, but the printer cartridges cost tons more money. So, over the long run, you're actually spending more money, which is what this is. So it's powerful when you can see it like this, and that's what we want to help you guys come up with, is some template like this that you can use where it really does just in writing show the financial benefits of what you're selling over a period of time. Do you like that?

**Steve Ward 58:10**

I do. Yeah, I think I have to spend some time with it and see that what numbers we can start plugging in and kind of work through the document.

**Andrew Sharp** 58:16

That's the goal. So, what I'll do is, I got the stuff from the last time to send you from my Gmail, it's a sharp 63 so be looking for that. I'll put together all this stuff, and I'll send it over to you guys. Look at it this week, and then next week we'll get together, and you know, we'll talk about, is this a good idea or not? Can we somehow start thinking about what kinds of questions can we ask the customers that they will want to answer, that's a caveat. We got to ask questions that they feel comfortable as answering, and you might have to build a relationship with them first before you get, or you'll at least have to explain what's in it for me, and then we'll show how to, when you get those answers, how to build a spreadsheet that tells this story,

**Katherine Duley** 59:05

and Steve, you, you've got a meeting coming up. I mean, if you want to work on something like this before your meeting, let us know.

**Andrew Sharp** 59:12

Well, I think his meeting right now is mainly going to be about finding out what the customer perceives as risk, but yeah, this could maybe help, but

**Steve Ward** 59:22

I think it could definitely help. Yeah, maybe in the final meeting.

**Andrew Sharp** 59:25

Yeah, that's what I'm thinking. I don't know that this next meeting you've got to earn the right to do this, and until you understand what their risk is, and you've addressed that, I don't think you've earned the right to go in there showing them a bunch of numbers, because number one, they won't believe you, they'll see it as too salesy. This, this is like the chainsaw of the sales process. It cuts through the red tape, but you know, a chainsaw is a very dangerous tool if you use it irresponsibly. That's what this is. It has to be delivered at the right time to the right person, the right way. And then it's incredibly powerful. You can almost leave people standing there with their mouth up and going, why aren't we doing this already? Because the thing that's not on this one that I like to put on there, and I put it on others, is the cost per day. You know, what does it cost you per day to wait to make a decision? And sometimes

**Speaker 1** 1:00:17

you can put it

**Andrew Sharp** 1:00:18

on there. In this one, I think it has to do with when the customer is making a decision, but these are just some of the headlines that we, you know, how does what you're doing help people reduce scrap? How does it reduce reworks? Do they have reworks? Do they have to? What about unplanned line stoppages? You know, are there warranty problems? Yeah, I, we put Daubert materials on this truck. Is it creating problems for the customer where there's warranty claims or recalls or callbacks or things like

that? What about if there's supply disruptions? What does that cost? You know, because when you go and you start buying things from other countries, especially in today's world, God only knows what goes on in the supply chain. There could be disruptions there. We all live through that, you know. Then you've got the quality problems that end up where people don't come back and buy from your customers again because of quality problems, these are all just things, and some of these might apply, some of them might not. I was throwing these out here as things to be considering when you're doing this, things to think about.

**Speaker 1** 1:01:34

Well, you don't want to shut a line, an automotive line down.

**Andrew Sharp** 1:01:37

Hell, no

**Speaker 1** 1:01:39

dollars a minute,

**Andrew Sharp** 1:01:40

how much? 6010

**Katherine Duley** 1:01:42

No, it's like 10.

**Andrew Sharp** 1:01:45

Yeah, I would think it'd be more. Yeah, yeah. Some, some lines is 60 \$70,000 If you shut them down a minute, it's crazy.

**Speaker 1** 1:01:57

Yep,

**Andrew Sharp** 1:01:59

but we were talking about the RI. I have one guy that was selling a product that cost \$60,000 to refineries, and you know, one of the things that we talk about is the do y'all. I didn't go through these with you because I felt like you kind of knew these, but if you want me to, I'd be happy to go through like all the financial terms that executives use to talk about things, but one of the things they talk about is payback. Are you familiar with that term?

**Steve Ward** 1:02:27

Are you using the term?

**Andrew Sharp** 1:02:29

What's that,

**Steve Ward** 1:02:31

and how are you using this term?

**Andrew Sharp** 1:02:32

Yeah, and it's not a mafia movie. I'm not talking about I'm going to pay you back. No, it's.. it's.. it's more along the lines of I spend \$10 on a piece of equipment. How long does it take for it to produce my \$10 back? And typically, a lot of executives, financial people, they say this has to have a one year payback, so if I buy your stuff and I'm going to pay more and I'm going to spend \$100,000 or more over the first year. I have to get \$200,000 from using your materials, because then that gives me a one year payback. In other words, it's paying itself back. How long does it take? And this is something more or less for capital expenditures, where yours is something that's more of a consumable type of thing that they use as part of the manufacturing process, so they might use different things, but this guy was selling a machine, a piece of equipment that cost \$60,000 I've never seen one like this to refineries. Talk about how much money per minute's going through these things, it had a payback of 18 seconds. Wow. yeah, \$60,000 in 18 seconds. I'm like, oh my god, how many billions of dollars is that in a year? But that, that, this stuff is, it's crazy when you can get people to look at it the right way. But I will send this to you. I owe you the transcripts. I owe you a lot of things I didn't get them to you before, I apologize, but I'll send them over to you.

**Steve Ward** 1:04:05

Okay,

**Andrew Sharp** 1:04:06

and all right, look through this stuff when we get together next week. Is this a good.. I'm asking, this is why we broke you up into smaller groups, so that we could really hone this in and help you with things that would be beneficial to you individually, or is this a good line of things to follow here for you guys? Is this helpful

**Steve Ward** 1:04:26

for sure? Yeah, I think a good benefit.

**Andrew Sharp** 1:04:28

Okay, then we'll keep, we'll keep talking about this. If it's not, let me know, and we'll do something else, because I got a lot of different places we can go with this.

**Steve Ward** 1:04:40

Sounds good.

**Andrew Sharp** 1:04:41

All right, then we'll see you guys next Monday.