

Transcript

John

Welcome to the Red List distribution download podcasts, where we're dedicated to bringing valuable insights around strategy and leadership for distributor sales reps and their associated staff in the fuels, lubricants, and chemicals industry. As you know, our podcast aims to shed light on the overlooked and often misunderstood sector that keeps the world turning. And so we're really excited to have a very fun guest with us today. Stephen Davis, welcome Stephen.

Stephen

Thank you for having me. I'm looking forward to it and hopefully, I can shed some light on an industry that everybody seems to think is dying, but it's far from it.

John

No, that's exactly right. So Stephen, first we want to get to know you. I would like to kind of start with your background a little bit and kind of give our audience a chance to get to know you better. And I'd like to kind of hear about your kind of non-traditional path into becoming a jobber, A fuel jobber.

Stephen

OK. Well, as far as my background goes, I am a Jack of all trades and a master of everything. Most people say they're a master of nothing, i'm a master of everything unless you ask my wife. My path started very young, actually going back watching reruns of Dallas back in the day.

John

Nice daytime television.

Stephen

I wanted to be, I wanted to be. Yeah, I wanted to be JR Ewing I wanted to have, like, you know, the conscience and the heart of Bobby Ewing. But I didn't want to be the goody goody I wanted to be JR wanted to be super shrewd oil and gas man early on and that always stuck with me even though my career took a very different path over the years. I did a lot of work in retail and worked my way up in a couple of different companies. Back in 2014, I very came very, very close to making it into energy with, I had a job lined up with Kinder Morgan. I had interviewed and it was ready to go. I was going to start in one to three months, just waiting on my start date and it kind of all fell through. So I went back into retail. Worked for a couple of different companies in the short time span and retail and worked in DSD with Frito, with Cheerwine and had a couple of turbulent years, so there are some real ups and downs and I saw a job posting for Tri-star Energy and at this point, I was a district merchandising manager with quality beverage tier one. And I was responsible for merchandising operations and 150 grocery stores and around

600 convenience stores, and it was actually the job that Tri-star was on the retail side for their twice-daily stores. And I applied for it and then the recruiter called me up. At some point couple of weeks later and said, hey, I know you applied for this. What do you think about wholesale fuel? I said, well, let me look into it send me the job description, He did. I read through it and I was confused as can be. Because half of the stuff in the job description sounded like a retail district manager and then the other half was talking about field supply contracts and negotiating those and I called up the recruiter and said, what is this job about? He said, well, you know, we want someone that to sell fuel to gas stations, but we want someone that knows the retail business really well and. Or has sold stuff into convenience stores. That has that kind of background, and that's one thing that Tristar was doing different was recruiting from that DSD retail background because their theory was will teach you fuel sales. But we want someone that knows how to talk to people that buy gas. And that was my way in and I went in and never looked back.

John

That's great. Now tell me just kind of for our audience, tell us, what does DSD stand for?

Stephen

Direct store delivery. The best way to put it is companies like Coke, Pepsi, Frito-lay, any product that comes to a grocery or convenience store that's not delivered on that company's truck like you have a Coke vendor and a Coke Rep, Pepsi, Frito Lay, Little Debbie, Houghton, and Hostess. Which does a lot of that kind of stuff, and the McKee baking all comes in DSD through a sales Rep. And they deliver it. Check it in, and stock it in the stores for the stores.

John

OK, so you had a chance to see lots of different types of distribution. Then tell me what was like, what was like the... First of all, what do you? Miss from the? Decide what do you miss? I mean, you started saying Twinkies, though, and I was... you had me there. But tell me what? What do you miss from that side of distribution?

Stephen

Well, really not much, to be perfectly honest with you.

John

OK.

Stephen

I really like working in the energy industry in some capacity, but I'd say the one thing I miss the most was I supervised a lot bigger team of people and I like that people management aspect and I know most people that come from DSD management or retail management, when they get out of

it most of them say, “Oh my God, I never want to manage people again. It's awful, I. Hate it but”. I actually love that part of it.

John

You've been, they put you more on the business side then? So you had, you went from managing lots of people. Now you're small, but they have you involved in the... the business, the business side. So that's the transition for sure.

Stephen

Yeah, a little bit of the business side and a lot of it, a lot of the sales side, a lot of travel, a lot of meetings with people negotiating. My wife says I go around and just BS with people and wine and dine them to buy from us. But a little more to It than that.

John

No, that is great. So as far as... so what's your favorite part? So like you've, so you've come over from that side distribution now you're into really big fuel sales. What what's your favorite part about what you do today?

Stephen

I'd say the best part about it is the change of scenery. I uh... me, I spend most of my time... I got a fairly nice office, I got it decorated very nice, but I never see the inside of my office. I'm always on the road and when I'm not on the road I'm usually working from a Starbucks or a White Bison coffee shop or working from my kitchen table. But I always have a change of scenery. Always meeting new people, always going new places, and that's something that I really you don't really have a lot in retail unless you're, you know, traveling to a bunch of different stores. But it's usually the same stores over and over again and uh... I mean, I could be in Alabama one day, Tennessee another, Kentucky, Ohio, Missouri, Indiana this... wherever the wind takes me. So I love that change of scenery, the travel, the meeting, new people.

John

Nice. So with all that travel going on, you obviously have a lot of time in your mobile university there. What do you do? What's your go-to listening while you are traveling and stuff like that?

Stephen

Right now my go to is audiobooks. Or uh. Most recently, actually I just go on YouTube and load up a bunch of stuff in my playlist, put it on autoplay, and just listen to documentaries. documentaries or podcasts while on the road driving.

John

Well, you're going to be listening to the distribution download, of course, once this gets distributed. But I think you know it's interesting. I remember early on in my career I met a very successful person who kind of said that if you get a chance and you're ever behind the wheel and you can listen, and you can listen to something... then you should. I guess my question is of all the different things you've done, what do you think influenced you to be the most successful of the things you've listened to while you're driving?

Stephen

It's hard to. Pinpoint one thing. It's kind of like. For me, I think it's kind of two things and. And I've heard the same advice from several different sources, so it's hard to pinpoint the exact one. But, when you look at some of the most successful people out there, they spent lots of time reading and you know the 21st century version of that is audio books or podcasts or documentaries. So, I'm always trying to learn something new. And even if I don't use it right away, I'm always trying to educate myself and. Because I can always find some situation where I can bring that up and use it. I mean it could be something from the news that affects my industry and. They can come up later talking to a customer, or it could be just some little obscure bit of information about my own job that you don't think it's important, but eventually you'll find A use for it. So learning as much as you can constantly and using that travel time to do that, I think it's really important. And the second thing. Is probably just... and I've heard this from several sources as well. Is just being persistent, annoyingly persistent. Whenever you find the good opportunity or a good offer or a good deal, or like a good prospect for a customer. Just stay persistent on them. I mean, I got uh. I have and I make lots of contacts even in other industries or other industries that support your industry. Because I go to trade shows for convenience stores. And I'm not. You know, I'm in the wholesale business, but wholesale fuel, I don't do wholesale snack cakes or anything like that. But I meet all those people and I keep tabs and keep up with everybody I meet, I mean. One person from another company. Met with another jobber that was said that they might be retiring soon, and I got that contact through a friend that I met at a trade show, and I found it. And called that guy twice a week for four weeks and then showed up at his office unannounced and sat there in his lobby for three hours. Waiting for him to get out of the meeting and first thing he said was. You're really persistent. You're like a Bloodhound. And I said thank you, I take that as the highest compliment, so yeah. I said hear you might be retiring. Or selling your company? He said. Well, you know, that was kind of a comment I made on a cruise and I don't know how it got all the way to you, but you know. He said, you know, I do want to do that, but not this year, maybe in a year or two. I said, well, here's my card and call me as soon as you're ready. At least you know I'm serious, so.

John

That is awesome. So you're kind of, you're looking out, you're looking everywhere. You're saying in addition to just your books and your podcast, it's also just keeping an open heart and an open eyes, I guess an open... an open eye of the industry. Just looking for anything you can

connect. You may not know how it connects today, but it's going to connect eventually. Is kind of what you're saying.

Stephen

Pretty much, and I mean always be on the lookout for that opportunity. And when you see something that might be good I mean, you're going to come across stuff that's uh... you know, prospects that aren't that great. And you follow up on them, but when you find something that's a really big thing, just be persistent and knowingly so if you have to and just chase it down, always be hunting so...

John

Tell us a little bit. Tell us a little bit about your entry. We want to learn, we want to connect some dots here. So tell us about, you know, this kind of this extremely important industry that people don't really understand. You mentioned it was confusing to you the first time. Tell us what you dug into. What are some of the big ahas that's come out from being a fuel jobber?

Stephen

Well, The funny thing is, most people don't really understand where their gasoline comes from, I mean, most people have some vague idea that it comes from crude oil, but beyond that, you know, they think... That's all they ever think about, and they just know they go to the gas station, put the pump handle in the car in there it is, and they don't realize that. You know, they see a shell station. They think all those are owned by Shell, where they see an Exxon. They think that's all Exxon and same for BP and Phillips 66. That's not really the case that most of these gas stations that are branded with the name of a major oil refiner is independent sights that just have a single person or group of people that own them and... They don't realize that. You know, Shell, Exxon, all of those will brand the site. You know, in exchange for. Selling their gas and what people don't realize is. The refiners main concern is. Getting their fuel sold pre-selling it. So you know they have 100 sites that are branded in this area. That is and they're contracted to do you know 50,000 gallons a month each, plus $100 * 50,000$? I mean that's. Good bit like 50 million gallons or something. I'm terrible at math, but that's guaranteed supply.

John

heck of a lot of gas.

Stephen

Yeah, that's a heck of a lot of gas that they know that is sold and they have contracted for 10 years or however long it is. And, you know, people see, you know, a lot of. Company stores that. Are unbranded gas, they see Loves, Pilot, QT, Speedway, and Murphy Oil, you know. They don't know what the difference between that and branded gas is and whatnot. Because you know, when you look at most of the retail chains, the QT's, the Buckies, Loves all that, that's unbranded gas

and, most people don't know that and they just say oh, that's QT branded gas. No, that's us, Love's unbranded gas Same unbranded gas as JT's Bait shop down the road. So.

John

No, that's, that's amazing. I remember the first time... I spent some time on the lubricant side and it really does. It's always kind of shocking when you see an oil major doesn't care what lube they use for their own facilities, you know, and it's kind of like, shocking sometimes because we as consumers are trained to, like, think that that brand is everything. And then we realize there's a lot of It that's just this commodity piece, just kind of moves back. And forth.

Stephen

And I mean, one of the things. That people... ohh go ahead.

John

No go. No, you go for it, Steve.

Stephen

I was gonna say, one of the things people ask me all the time is what's better. You know what's the best gasoline to buy for your car, or diesel and uhh, I can never get a short answer to that question between branded and unbranded gas. So the long answer is depends on how long you want to keep the car. You know. On my wife's part we run exclusively, and this is not just because my company is 1/3 owned by Shell, but we've run almost exclusively. You know shell 93V power Nitro plus because you know the branded fuels and particularly, the branded premiums have a lot more detergents in them. That keeps the engine clean. And me, my wife. We drive a vehicle till the wheels fall off of it. So we look at it as you know, I would say cheap insurance against major insurance payouts later. But I mean, it's not cheap anymore. But if you trade a car like every two years. Just put the cheapest stuff in you can.

John

It just doesn't matter, Is what you're saying, at that point.

Stephen

Yeah, pretty much. I mean, if you buy a brand new car and you're running. I mean you know. The cheapest gas you can if you bought 2 brand new cars and you ran the best gas in one, and the cheapest in the other. For a brand new car, it's not going to make any difference... after 100,000 miles it starts to make a difference because you know, the dirtier the engine gets, the worse your fuel economy and power and performance is.

John

I think that's, you know, I think everybody who's out there filling up their gas tank has just always kind of wondered, should I just use the, the cheaper fuel. And you're saying that if you're planning on swapping your car out, it doesn't really make a difference if you're going to ride that thing till the wheels fall off. Go, then go ahead and pay for the premium insurance is what you're saying.

Stephen
Absolutely.

John
That's great. So I guess another question would be just like with what you're seeing in this industry, what are your thoughts like you got a lot, there's a lot of pressure on your industry, cause you know, gasoline is bad, diesel is bad. I mean, you see a lot of the different things that go on. There's a tremendous amount of pressure from mainstream to kind of get everything electric right away. I know there's a lot of questions that come up about that, but what are the kind of trends that you're seeing? What are the changes that you're seeing? And what do we expect? What should we expect to see here in the near future?

Stephen
Well, lots of things and really some of those changes are the big factors, that are shifting things in the industry. I mean, when I first accepted this job offer and before I moved to Tennessee to take the job, I had some friends say, is that a smart move? I mean, aren't EV's the future, you know? Why do you want to go and sell gasoline and uh... you know i'm very optimistic about fossil fuels and I think they'll be around for awhile longer. Just because of several reasons, one... yes EV use is increasing, but there's a lot of infrastructure that has to be put in and I still think we're a couple of decades away from that, and there's a lot of other issues. I mean, I think the current administration says something like they want a charging station. Every 100 miles of Interstate and if you go out West and some of these plain states, there's not even power that runs parallel to the Interstate every 100 miles. And not to mention a good chunk of the population lives in apartment buildings. And are we just going to put a charging station at every single street parking spot or in every parking garage? And who's going to pay for that? Not to mention, if everybody switched to EV's overnight, our Power Grid really doesn't have the capacity to support that. We can't generate that much electricity without. Just constant brownouts and blackouts. So... we still got a while and a good chunk of the population doesn't want to switch to EV's... and I kind of fall into this category. Not to sound all conspiracy theorists. But you know, as long as I have gas in the tank, I can go somewhere. But if the power goes out. You can't charge your car? You're done for. You're stuck. So and I mean I've talked to a lot of people and this seems to be the consensus with a lot of America, especially Middle America, rural America... it's a little bit different in bigger cities Of course. They're more pro-EV, but. It just really depends on where you're at. Some of the other changes are, you know, I know Elon Musk says, you know,

the world's in population decline, but the population still technically is still growing, and there's a lot of demand for fuel, not just in the US, but especially in the developing world and... The two things that fuel population growth and industrialization are natural gas and diesel. I mean diesel is important, I mean. I know that Tesla's got the cyber truck, but there really isn't a good replacement for 18 Wheelers in the US, that's ready and mature for market and not to mention you know drivers don't want to sit and charge for three hours when they could just stop and fill up in 10 minutes. So... Diesel alone it's just a huge driver for the demand for fuel, and Amazon is not Slowing down their deliveries, Walmart hasn't and especially with e-commerce with that, that's really increased field demand quite a bit. I mean going back to COVID. So that's a big driver of it and really that trend is continuing to grow because even with EV's getting adopted more and more, we keep seeing more and more fuel sales and growing demand.

John

But you know, it's interesting I, I drive a diesel and a gasoline car in my family and I got to tell you it was pretty rough to see that diesel prices were reaching \$6 a gallon and I could still get gas for like 3.75. And I was like man, there's no way the savings is quite there. What's, what's interesting to me... and again, of course, mine's more of a like a family usage, right? So... we have one of those sprinter vans and well, what's interesting to me is like, and you can correct me on this stephen, I think a lot of people think that gasoline was originally kind of a kind of an unstable byproduct when they were making kerosene. So they were making heating oil and they're like, holy crap, what do we do with all this gasoline? Because it keeps burning, It keeps exploding in our factories. We gotta find a way, a safe way to burn this particular fuel. So one of my questions that comes up. And I did ask ChatGPT this question and it did not give me a good answer... I thought. So I figured I would ask you now what happens if we do move to EV and all of a sudden people aren't consuming as much gasoline. What in the world is going to happen with all that gasoline? Because we still use the heating oil. That's probably the reason diesels up so high is we still use it as a heating oil back up. So tell me what is it? What's the future look like for that?

Stephen

Well, a little bit of history is required to answer that one. I know, and I learned this from the Men That Built America documentary forever ago on history channel. You know, gasoline originally was the byproduct of kerosene, and they burned some of it to keep their refinery running. But nowadays, kerosene use is not as big as it used to be and I've seen, you know, in the field business declining kerosene sales to the point where if I have a customer that says, hey, can you get us a kerosene tank and a pump for it? I tell him no, just because if you don't already have it on site, it's not worth it to put it in. It's a great margin item. Gas stations make a lot of money selling kerosene and we make a lot of margin off of it, but it's one of those things that the demand for it is so low. You don't sell that much of it, so it's not really not worth the investment. And because of that, I mean. Yeah, you can get gasoline. That's a byproduct when they're making

kerosene. But there's way more gasoline produced than kerosene. So, I mean, we refine gasoline separately now from kerosene, and I'm not an expert on the refining process, but kerosene might even be a byproduct of gas production. So if gasoline production really does have a huge drop. They would just shift to production of other Petro chemicals more towards diesel jet fuel, chemicals involved in plastics, and other lubricants. And because the plastic demand doesn't seem to be dying anytime soon.

John

No, it's interesting. You definitely see that. I would say probably 99% of the people that are out there. Protesting against the petrochemical industry are wearing petrochemicals on their body while they protest.

Stephen

Everything has some kind of Petro chemicals in it. I mean, even if you build a house entirely out of wood. The varnishes, the stains, just about everything, has some kind of petrochemical in it so... It's one of those things that you'll never completely get rid of and there is no good replacement for it. I mean, it's going to be around for a while, but one of the big shifts right now is, and it's partially influenced by the EV's, but also influenced a lot by the retail side is that one thing we are seeing is that the small local convenience store chains are owned by field jobbers. You know, because they said "we sell fuel, let's open up some gas stations and we can sell our fuel here". And there's a lot of consolidation of those now and as you know, Bucky's is building stores like crazy. They just opened one in Tennessee. They're building like three more right now here in Tennessee. The one that's been put on...

John

I think we're hoping they bring some to Utah. Just so you know. So if Bucky's is listening to this anywhere, bring one here. Keep going.

Stephen

Yeah, like, like the one they're going to build on exit 407 on I-40 in Tennessee is going to be the new flagship store and it's like 70,000 something square feet. I mean, that's like a decent size grocery store and QT is building stores like crazy all over the place. I think Loves announced a \$1.1 billion investment into their existing stores on the retail side of the gas station business is growing so much and that's kind of in a way sense, squeezing out some of the little independent gas station operators. I'm kind of seeing the shift with a lot of jobbers are building and opening up their own convenience store chains and their own company stores. So they have a market for their fuel that's ready and there to compete with some of these other bigger companies because you know if the little guys you sell feel to are getting squeezed by you know QT's because we feed those really nice stores, they're really well run generally and we all know Bucky's is over the top. If a Bucky's opens up near you, you might as well just shut it down right then. So or put

it up for sale as soon as you hear it. Just because Bucky's is a really good organization and they run a really good store and it's squeezing the independence out. So I mean a lot of fuel companies that we're just building retail sites. That are our own chain, just to compete with this. That way we still have a market for fuel... And uh and it's not just Tri-Star pretty much every jobber of any size is doing that. I know of several. There's one I heard about in out West, that's a jobber that primarily does a lot of commercial supplies, a lot of fuel to some of the oil companies, and they're starting to build truck stops and gas stations, and a lot of other companies are doing it. We have an empire, which is now GPM investments, they have a huge retail side with lots of company stores, but they're also a fuel wholesaler and that's one of the big shifts in the industry that we're seeing. Private individuals are not building gas stations very much anymore, and you're really seeing sort of the rise of the retail chain with more and more consolidation in that sphere.

John

Yeah, that's an interesting one. I wonder about how that applies to a lot of people on the industrial side. Do you see very many jobbers that also have like an industrial side to their business or do they... if they're going to open convenience stores, do they pretty much just focus on the retail side?

Stephen

Well, actually, yes.

John

The customer, I guess the consumer facing retail side.

Stephen

Because, I mean, there's also a push. I don't, I wouldn't say it's as big as, you know, building their own retail chains like we have the twice daily but it does seem to be, at least from my observations... a push to grow commercial businesses and you know, supply farms, marinas, airports, landscaping companies real push for fleet cards for small businesses and just to diversify our holdings and you know, give you a little more diversification away from independent gas stations. So that's really big and growing part of the business and you also have a lot of companies now that are doing more and more wax sales to other field wholesalers, so.

John

Do you see anybody kind of marrying those parts of the business where they're out there and they're working with their commercial side and saying, hey, by the way, we'll give you guys a

10% discount? At our at our twice daily, if you want to come, have you seen anybody do that yet? Have you seen that those two worlds converge?

Stephen

A little bit and it might not be exactly what you're thinking, but I mean, we do pack pride, fuel man, pack pride, fleet cards. And you know, if you use those fleet cards that are consignment sites or are retail sites, we have discounts built in for fleet card users at our company stores so. I mean, that's a a real incentive that we use for that. That's not my primary area, but I've filled a few of them. So, and that's a good little way to say, hey, you know, we can get you a, you know, X off... so many cents off a gallon if you buy our fleet cards and you fill up over here at our company stores so.

John

No, that that makes sense. That makes sense. So, OK. So as we're kind of, we're getting close here kind of going to get close to wrapping up. I you're on the really, you kind of you got your ear to the tracks right there with the customers. You're out kind of on the front lines? What's? What do you expect would be something we'll see that would really affect the marketplace in the next maybe... do you see anything happening in the next 12 months or 18 months? I mean in the near future like "oh man, this is coming guys, pucker up.

Stephen

It's already started, I mean. Most of my customers are in the Tennessee area, but I got some in a couple of other States and especially here in Middle Tennessee. We're a very fuel constrained area because of where the Nashville terminals are on the... they're on a spur line off the main pipeline and we only get fuel on barges from Marathon. That's the only brand that brings any fuel into their terminals by barge. But it's, you know, back in November, OPEC announced that they have production cuts and then they announced another production cut and depending on who you ask, we'll still have a slight global surplus. I heard that from one outlet, but virtually every other outlet and every call or story i've read on that is basically... I mean demand is not cooling off. And I mean, especially with China easing their zero COVID restrictions and easing their lockdowns, I mean that demand is just growing, growing, growing and with OPEC. Just announced that latest production cut. That really puts the world at a deficit as far as supply and you know, with the boycotts of the Russian oil on the market, that's not helping anything. So that's going to be a big driver of price and supply and one of the problems is with the US, we're really. Vulnerable right now, more so than in the past to supply disruptions and you know, anytime there's not enough supply to meet demand, price is going to go up. Any natural disasters will affect them, I mean. All it takes is a hurricane hitting the Gulf Coast refineries to shut them down. If the refineries get shut down properly, they can have them back online pretty quick. But if they lose power, it can be a two week process to get everything back up and running and up to

a month to have full production capacity, back online. And that's not counting the pipeline issues or so-called hackers shutting down pipelines like we had last year and. And that's really the.

John

So if I'm hearing what you're saying, you're saying you predict we're going to have some fuel shortages and higher prices in our gasoline. That's your prediction?

Stephen

I'll say this, it won't be a consistent one unless we end up drug into a World War or something? But it's going to be a roller coaster I believe in the next 12 months. It kind of has been really a roller coaster for the last two years in a lot of ways on the fuel market hit going up and down in the last two years, but I could expect that to definitely continue. I can't say it'll be worse than it was in the past two years, but it's a little too early to tell. But we're going to have some real spikes in the price, especially as summer approaches, and hurricane season.

John

You know what?

John

You know, I was... the the good thing is I always forget about hurricane season until it's upon us and then I'm like, oh Dang. Here, it is again. I don't know. Otherwise I'd be in constant fear it seems like all the time, because that, that that does hit us pretty heavy here on the East Coast. And it seems to be getting bigger, so.

Stephen

And everyone thinks the Hurricanes, you know, the only worry is them hitting, you know, damaging a pipeline or refinery. But hurricanes also disrupt tankers, ocean travel and bringing fuel in from abroad.

Stephen

And one of the things about fuel supply is, I mean, the US has really cut our production back the last couple of years. So we're having to import more and more. At higher prices... so because of that, you know the fuels got to get here somehow and it comes in on fuel tankers, and hurricanes really disrupt that ocean trade just as much as any other thing can. So that's a big thing, and I mean any other natural disaster. Could hurt things. I mean, an earthquake could take out a pipeline or refinery or terminal, so... it's a very precarious situation that the fuel supply can be so that's one thing that is really important for customers to get good, consistent contracted supply, right now.

John

I'm almost hearing you say too, like if you're working with customers and you're cheering into these type of leading indicators, then it's it's probably a good thing to let your customers know as well, right? And say, hey, guess what? We got some... see these hurricanes that just happened. This is gonna affect us in three months or whatever. So maybe buy up some extra today and you can... you know, handle it.

Stephen

Absolutely, I mean one good thing about this is, I mean these are all bad things, but one good thing about that is you know, you can talk about those things that have affected fuel supply and in just recent years and say, hey, this is going to happen, this is coming up or what if this happens, you know? You're a fair weather customer. You don't have contracted supply. You know, that's one thing I'd I'd say to other people in my field is you can use these supply interruptions to your advantage to get a fair weather customer into a loyal customer and really, get them under contract to have them. Have them buying fuel from me more consistently because you know that, that puts them up higher in the supply list because.

Stephen

I mean you have everything from big customers that just get fuel prices daily from you and maybe 2, 3, 4 other companies, and they're buying what's cheapest that day. But whoever is cheapest in any given day, you're going to put at the bottom of your suppliers list when it comes to supply shortage or the terminal runs out of fuel.

John

No, that's that's a solid point. No I like it. Steve, this is a lot of a lot of good stuff to chew on here. And hey, we really appreciate your insights and you taking the time to join us today. We want to just shout out to our audience. Just be sure to subscribe, Like, share, and leave a review. We'd love to hear from you. Love to hear your thoughts. If you have any questions for Stephen, we'll pass them along. Again, Stephen, thank you for joining us today.

Stephen

I enjoyed it. I would love to come back on anytime in the future.

John

Thank you. So until next time this is John Keller signing off from the distribution download podcast. Thanks so much. Have a good day.