

John

Welcome to the Redlist distribution download podcast, where we're dedicated to bringing valuable insights around strategy and leadership for distributor sales reps and associated staff in the fuels, lubricants, and chemicals industry. As you know, our podcast aims to shed light on an often overlooked, yet essential sector that keeps the world turning. And today we're excited to have another great guest with us Kyle Raffel, welcome Kyle.

Kyle

Thank you, John. Thanks for having me.

John

We're really glad to have you so. You know, we really appreciate you coming today. When we look at some of your journey and your career we're trying to get to know some of the people that are out there doing this. Our audience a lot of them are on the road in between customers or just in between different errands, they got to do and we want to go kind... before we dig into the kind of bigger picture of things. I wonder if you could share with us a little bit more about your background, kind of where you've come from and kind of what got you to where you are today.

Kyle

Well, thanks again for having me and I guess I'll start where I sit today and how I got here, and then we can kind of work backward. So I live in Cincinnati OH, and I'm the sales manager for the Plastics Additives group at Palmer, Holland. Palmer Holland is a privately held... We're actually an ESOP—a privately held organization out of Cleveland. I've been with Palmer, Holland my entire professional career. I graduated from Ohio University in 2012 and have been at Palmer Holland ever since. It speaks to the organization that I work for. I love working here and they've done the right things to keep, to keep myself and my colleagues here in the long term. It was a bumpy ride to get to this position at Palmer and to actually get back to Cincinnati. When I was looking for work after school. I wanted to get out in the field as quickly as I could, and most companies in today's day and age they require quite a bit of training and quite a bit of inside work, where Palmer Holland Offered near-immediate work, interfacing with customers. I didn't know anything about chemicals or chemical distribution. My last chemistry class was in 7th grade. I'm a journalism guy. I'm a communications guy. I'm a people guy and. I don't didn't know the first thing about chemicals or additive distribution, but Palmer Holland gave me the opportunity to not only come in and be an owner of the company at a very young age based on their ownership model, but also gave me the opportunity to go out in the field quickly and just learn trial by fire. I started in Cleveland as a single guy. Trying to fake it till I make it selling chemicals and they shipped me off to Atlanta, GA, where Palmer's been around for 100 years. But we had, really just been just in the Ohio Valley. So It was an opportunity to move down to a new part of the country and to pioneer a new territory where no one really knew who we were,

and that's honestly been part of my favorite part of the journey is that every step has been essentially pioneering either a new market or a new territory or a new set of products. That has led me to this point. So just to recap too, here in Cincinnati, I've got 2 great Kids, 4 year old and a 2 year old. My wife Tara we've been married now for six years. We've known each other since we were eight years old, not high school sweethearts or anything. But we reconnected because of Palmer Holland.

John

Just gonna interject and say that I think there's probably a lot of single guys listening to this right now that might be thinking they should get a job at Palmer Holland just to make sure that they're on track for wrapping up that part of their life. But anyways, I think I think it's cool. I think one of the things that you said, Kyle, that's really interesting is that I think a lot of times we take for granted. That is that here you are in a very old industry, I mean chemical distribution has been around for hundreds of years and here you are in a pretty old company. It's been around for over 100 years and you kind of still said the word like pioneering like lots and lots of different times. Maybe I want to speak just a little bit to that. Like what sort of pioneering experiences, what sort of pioneering? Where do you see, like pioneering show up, not just in opening new markets but where? Where else are you seeing pioneering in the chemicals industry?

Kyle

Well, it's a great question and you know there are a lot of organizations like ours that are being privately held. Chemical distribution has seen just a massive amount of consolidation and acquisition. So Palmer Holland is one of the very few remaining privately held independent chemical distribution companies in the paints and coatings and plastics market. When I joined 10 years ago, there were 25 regional competitors that all had their own states and we kind of all played nicely in the sandbox and we really didn't step on each other's toes. Well, as this massive consolidation started with either venture capital-owned companies or, you know, really large distribution companies like Univar or BRENNTAG in our space you either had to pioneer and go off into a new territory or a new market, or were either going to go out of business. Or you were going to be bought. Palmer has taken the approach and has taught me the approach that if you build it, if you build yourself into a territory, the suppliers will come. Especially if you're doing a good job in your legacy territory. So when I started at Palmer, Holland we had three warehouses: Akron, New Jersey, and Chicago and we really covered that part of the country... that belt. They said hey, Kyle we have an Atlanta warehouse that's empty and no one down there knows who Palmer Holland is. You're going to be a Yankee in the South trying to sell chemicals do you want to try it? And I did, and it was the best decision I ever made because it was the hardest thing that I've ever done: moving to a new state being a guy from Ohio my whole life, and then moving to Georgia, not knowing anyone and no one knowing who I was, and I didn't. Even know what the hell I was selling? So that was a tough time. It also taught me so much because first you need to believe in the brand, you need to believe in your company and be able to sell your company and

what you can do. If you can do that and you can build relationships. The product knowledge is second nature, so that is one form of pioneering. You know, when I say that word, geographical expansion, geographical pioneering, and so 10 years ago we had those 3 warehouses just in the Midwest and the Northeast. Today we've got 12 across the US and Canada our sales. Force has gone from 20 sellers on the ground to 50 and we just effectively hired talented people that like talking and building relationships and put them in you know, parts of the country that didn't exist before, and taught them the taught them the product line over the course of, you know, 2-3, five years, so that's certainly one way to go about it from a pioneering standpoint.

John

So kind of like you're really just going out and opening a lot of new territory it sounds like. Are you seeing changes in products that are coming out? Are you seeing like, you know, new nanotechnologies or new things that are kind of changing how you've had to sell over the past and into the future?

Kyle

No doubt, in the plastics world, our primary function is what we're selling. We don't do much in resin. So we have very specialty resins, but we aren't selling rail cars or polypropylene or polyethylene or nylon or PC. We are selling the 1% of the formulation: the antistatic additives, the color, the impact resistance, and the things that make the plastic or rubber do something special with its end-use. What I've seen a trend in is: people are coming up with ways to create compounds that are finished. The resin suppliers are becoming more sophisticated and they're able to additize the resin at you know the production level to eliminate some of the need for the additives, which is where we live. So with the resins getting more sophisticated. It has more built into it. Before, you held the secret sauce, but now the secret sauce is already in some of the resin which is 90% of the formulation. So that is definitely a trend that we're seeing is, is better resin and newer technologies built into the resin portfolio.

John

And that would be, that would kind of be a game changer, as the stock supply changes? Then you guys got to really kind of adapt for that.

Kyle

Yeah, yeah.

John

So tell me a little bit about your territory, how big of a territory are you over? Do you travel a lot for your business?

Kyle

Travel quite a bit. My territory is the US and Canada.

John

Wow

Kyle

I currently have 8 field reps that roll up to me and I try and support and help them. You know to win at the customer level. I'm doing quite a bit of travel, more than I've ever done. A lot more plane rides than I've ever thought I'd ever take. It's, it's one of those things that I've got a four-year-old and a two-year-old and you don't want to miss a moment of that, but you also love your career and you love making an impact with your sellers and seeing them succeed. So every day is a pull and push of I hate to be missing anything at home, but I also hate to be missing anything on the road, so that's something that I wrestle with... daily, for sure.

John

Ok, let's talk about that wrestle just a little bit. I mean, obviously, you were at Parmer, Holland, when you met your wife. So when you met your wife there... she knew what she was getting into. It wasn't like this wasn't a surprise, but how do you find...? I think there's a lot of a lot of people that are out there and there are members of our audience that have families, and they are on the road. So, how do you find your balance and that like, how do you actually, I mean you say you get before you get pulled a lot of different directions? So what's kind of your go-to coping mechanisms or kind of how do you, how do you work through that?

Kyle

It's a great question and it's still something I'm working on all the time, but the most effective tool that I've implemented in the last bit, I mean I'm in my second full year of this role. So year one was an absolute, absolute whirlwind. I'm the kind of person that if I'm in the job, I'm gonna figure it out and do whatever it takes. So that's where a lot of the travel really piled up. I just wanted to throw myself into it, and it did create a total lack of balance in my life, right? I'm on the road every week traveling covering this huge territory trying to make a name for the plastics business at Palmer Holland, which is like a 100 year old company, but our plastics business at Palmer is like 5 years old. So another form of pioneering is we're trying to make our claim as to why we are just as important as the other parts of our business and all these plastic customers that we were calling on had no idea who we were. We were traditionally selling other other additives to other markets mostly painting coatings. To get back to your original question, so pioneering a new territory, a new vertical for our business a new role for me was trying to learn how to manage people and trying to learn how to sell and help them sell.

Kyle

So the pendulum swung all the way this last year, and I've really focused on now how do I not swing the pendulum all the way back to never leaving my house, but right in the middle. The most effective thing that I've done is I'm learning how to say no more, and I luckily have a really wonderful boss, who has supported my evolution and my assimilation into this job, and I've been able to talk really openly about some of the challenges I've had from a balanced perspective and he's encouraging me to say no. Where the worker bee side of me would never say no, but if it's not making an immediate impact on closing more business. You know, for my seller or for our business then I really need to evaluate is it fluff or is it making a difference cause there are a lot of things I'd love to do. I'd love to go look for new suppliers. I'd love to go golfing, and do the entertaining things that I love to do and I'm used to doing. But I've had to really simplify my life and say I'm either traveling with my sales team or I'm home with my family. If all the other stuff if it works out and it's really critical to the business and it's critical to our success, then I'll absolutely do it. Instead of just saying yes to everything, I'm being a lot more judicious about what I'm actually doing with my time if it doesn't directly impact my role.

John

Now, how do you kind of discriminate that? Sounds like you're talking to your boss. Sounds like you're talking with your colleague. Do you, I mean. Is it like? I mean, I guess what I'm saying is it's a good thing to say I'm getting better at saying no, but man. you do not want to say no to the wrong thing, right?

Kyle

Exactly. Sure.

John

So is it just kind of trial and error and you're like you expect to pick up more time or is there some sort of like basic question that helps you know? How important something really is.

Kyle

That's a really good question. I say that luckily having a support network within the organization, IE my boss and a couple of key colleagues that are in the same type of role as mine, that I can bounce ideas off of, or questions that are critical, is having that open communication where you can. I can say to my boss: "Hey man, be honest with me. Do you need me there? Like, is this something that I should be there for? And if I'm not, I'm slipping" so that, you know, if you can get that direct feedback, that's the easiest way. To give you an example, we have a supplier, and our suppliers give us trainings all the time and it's really important for us to send our sales team to these supplier sites and build the relationships with our suppliers because

they're the lifeblood of our business. It's important for me to go to those, but that's the place where I used to just go all the time, you know, no matter what the training, no matter how many times I've been there, I felt like I needed to be there because I'm the sales manager. Where now I'm really taking a step back thinking, ok this is a legacy supplier we've had a 20 year relationship with and I've got great relationships down the line with the key people there. So I decide my team can handle this. I don't need to be there for this and that's not something I really need to discuss with my boss or my peers cause that's becoming more natural. It's just clicking, you know, the longer I do this. Where on the other side, we've got other suppliers where we're very young with, and they're giving us opportunity for new products and the new markets or new regions. There's a supplier right now that when he calls and says, hey, I'm going to be here on this date. I'm stopping what I'm doing and I'm going there because I know that long term it's going to benefit our business. It's going to benefit our team. It's going to give our team something more to sell. So I'd say that's one way that I differentiate is that I look at how safe the business or the relationship is. Or how how much opportunity there is, and still how much runway is left with a certain supplier or a certain customer. If you look at it that way, it's like, OK, the return on my investment is going to be much higher if I say no to this and save myself for this, and you also keep yourself out of trouble at home a little bit more. When you're like, hey, babe.

John

That's right.

Kyle

I said no, to these other things I'm doing. I'm literally keep a list now for my wife. I use to be like, hey, I said no to these six things last month, but these three things I can't say no to. She's been awesome with that.

John

No, exactly. I think that's a really solid point. You know, like as you talk about other people that you're bouncing stuff off of, it does include your spouse cause... I love how you're kind of helping her be aware of what you have said no, to. I think that's probably the type of thing where maybe I wonder if for some of our audience, how many of those people haven't told their spouse all the no's, they have said, and they just kind of hold it inside and that's not going to do anybody any good.

Kyle

No, I think it's, It literally has been the best thing for my wife and we just started this year. I mean, I literally keep her planner on my desk.

John

Nice, a beautiful flowery notebook...

Kyle

yeah, I keep it on my desk, and before I schedule anything I do my very best not to overbook or double-book something that she has. Now there's obviously... my wife she's a part-time nurse in the school district. So... She used to be a full-time NICU nurse when we lived in Georgia and then when we started having babies, we were lucky enough to be in a position where she didn't have to work full-time. But she's getting back into it, and it's really important that she has her own balance. So I try not to double book her, but obviously, there are just some things that I can't, I can't miss, whether it be because my boss tells me or I just know that, hey, this is a huge deal. Those conversations, though probably like most of your listeners, are happening every day but listing out the no's is helpful.

John

Yeah. Yeah, that's.

Kyle

She gets it though, she probably gets a little tired of it. Probably like, ok shut up now. But its definitely helped.

John

I think that is good. I think that's part of like the journey, you know, like I think I know a lot of people didn't start out their life saying I can't wait. I'm going to grow up and I'm going to distribute chemicals or I'm going to distribute fuel or plastics, right? But again when we're doing it, we're doing it because we want to make money and we want it because we want to achieve or provide something in our lives. To either achieve something for ourselves or provide for other people we care about. It's just such a challenge that balance, you know, just that being pulled in those directions from why you do it and then what you have to do like those things, that is a challenge. So Speaking of like being pulled in lots of different directions, right, you know you as a guy who's really out in the field on that last mile. You really have to sell in lots of different directions, right? I think you kind of talked about it being the three-way sale, the three-directional sale. Can you maybe speak to that a little bit and maybe because of this multifaceted sale that you're involved in. How do you stay focused? How do you simplify? It can be a very complex relationship.

Kyle

It's a really good question. My customers are the compounders, right? They're the guys taking all the different ingredients and mixing them together and you look at a batch sheet and it says 2% of this 8% of this 10%, and it's very calculated. However, my customers will tell you it's an art form. It's not a science, but it's mostly an art form, and the way you mix those and the temperature you mix them and there's so much that goes into it. So I feel the same way about

being in distribution sales because on paper it's super simple, right? You buy a product from a supplier, you warehouse it and you distribute it out in smaller quantities to folks that can use it. But that is also an art form because at the end of... at the supplier end and the customer end you're dealing with the human element. If your supplier for whatever reason isn't happy with the way you're selling their product or buying their product or marketing their product, then they could really care less how much you're how little you sell of it. On the customer end, they don't care that your suppliers told you, hey, you gotta move this much material this month or we're firing you and we're going to find a new distributor, right? You have to find a way to literally sell why the business is important to your supplier, you have to. Sell what the the actual product or the service is to your customer, and then you have to sell it to your organization why you should be spending time on it. In distribution too, you asked, you know, how do you disseminate where you spend your time? The easy answer is profitability, right? In distribution I think that you get such an array of profitability, you've got things you're making 2% on because you want to move volume and you want to keep the supplier happy and then you're making 100% margin on some of the specialty stuff that you're the only person in the world that can get this additive or this chemical, so that's obviously, one thing that drives you. But the cool thing that I like thinking about is what we talked about before which is the ROI right? So I'm going to spend a ton of time selling a really niche product from a niche supplier if I feel like they're not getting attention from anyone else, any other distributor is just kind of looking over that stuff, because it's not big volume or it's not a sexy product or it's used lightly in the formulation. So that's another thing that we think about all the time is where can we spend our time, which suppliers are underserved by their other distribution. That's really where you can make partnerships that just will never go away. Again, coming it all circles back to always selling in multiple directions. It's not just a simple buy, resell it's you're buying, but you're selling your own company and your own capabilities and your own... your own value back to the supplier at the same time you're trying to sell an actual product to the customer.

John

You know, that's I think there's we've had a lot of challenges in supply chain over the last two years. I think the competition between different suppliers has been they've been really kind of wild like the old, the old miracle on 34th Street, where you're like, you find yourself saying, I'm sorry I don't have the supply. You got to go to the competitor right? How do you identify... what are some of the tell signs right? When is it a tell when you see that maybe there's a window or an opportunity to kind of move in where a competitor might not be providing the level of service that they used to or could have. Like, how do you... you kind of mentioned that? That you see an opportunity there like where are some of the tools that you pick up on Kyle that tells you oh, that's the place I should I should spend a little more time there because I think that there's an opportunity to take some market share.

Kyle

Sure, I mean it's that's a great question. Luckily for us, there are not many people focusing on plastic additives. There's a ton of people selling resin, a ton of people moving rail cars and barges full of plastic pellets. That's pretty easy to find. The Foo Foo Dust the Pixie dust that goes in and makes the plastic do something special. There are very few people focusing on this, so we quickly know when something's wrong in the market or there's a hole in the market because we'll get 3, 4, 5, 10, 15 customers saying, hey, we cannot find this specific pigment. BASF or someone blew up, this plant blew up, right. And it's like, ohh, OK, I heard about that explosion and now we're seeing the ripple effect to our customer. So connecting the dots is definitely a way that we follow the bread crumb trail to where the opportunity lies. And you get signs from all over the world. From supply disruptions in the Suez Canal and, uh, the COVID supply chain issues and the energy crisis in Europe and the tariffs coming out of China. I mean, there's so many things, but when you step back and you see them all happening independently, you can quickly piece together this is going to be a problem. You know that explosion in Germany is going to be a significant problem in six months here in the states. Is there a way that we can get out in front of this and buy, you know a little extra from our supplier? It may hurt us, you know, our cash flow and our working capital now. But we think there's going to be an opportunity to make... you know to capitalize on it in three to six months because of a public disruption. That's definitely one way to do it, but the only way you capitalize on that is you spend money.

Kyle

That is something in distribution that, at least in our industry that... it's funny where you're seeing distribution companies trying to become just-in-time suppliers, where they're leveraging their relationships, but they're direct shipping to their customers, so that is something that obviously from a profitability standpoint, it's wonderful if you don't have to warehouse it and pay the freight, the in the out all that. There's value there, but long term, your suppliers are going to come to the conclusion that they don't need you if you're not warehousing, and if you're not putting your neck out there a little bit and bringing in the inventory and sitting on it the way that they expect you to because they they do that at the end of the day. They don't need your help to direct ship full truckloads of tankers of material and bypassing warehouses, that's what they're good at. What they're not good at is sitting on inventory for 3, 6, 12 months, and letting it eat up cash flow. So as an independent distributor, I'm super blessed to work for an ESOP where all the employees are owners. And we spend the money, the way we want to. If we need to buy \$1,000,000 worth of this product and we know we're not going to sell it for six months, but we know it's gonna be big, we do it. Or we need to open a. New warehouse, we do it. But not every company, or every distributor has that flexibility, so I think if you're in distribution and you can find an organization that's willing to stick their neck out there a little bit then, then you've found a really good company and you should stick with it because, more, and more, we're seeing our competitors not willing to spend the money and take the risk up front. That's essentially what our customers and our suppliers need from us though.

John

So I'm hearing kind of two things, kind of two takeaways on that. One is, so, if you want to take advantage of whatever the changing opportunities are out there, the 1st is to really kind of know what you are excellent at, right? So obviously you might be out there selling whatever general products there are, but you should know what you are the world's best at and get a pulse on that supply. Get a pulse on that and that's because that's really where it's your specialties. It's in the fringe elements that you're going to really capture market share when the world starts to wobble a little bit. Then the second thing I'm hearing you say is be aware of the bigger trends and dare to have the conversations with the people inside your company to say, hey, where is the hockey puck going, and are we as a company ready or going to be ready with the catcher's Mitt? I guess we'll do, we'll do baseball I guess. And really ask are we going to be ready with the catchment to catch that ball where it's headed, right? Because that's kind of what I think I hear you saying and you know, if you're having this conversations with your own with your group, with your boss, and you and everybody can see where it's going and nobody's running to pick it up there, then that that's a sign. That, uh, you know, that could be a sign that maybe you're not a great fit for that. That's kind of you're saying, yeah?

Kyle

Yeah. There are lots of swings and misses in baseball. There are lots of swings and misses and we just like a lot of companies right now are sitting on a record amount of inventory.

John

That's right.

Kyle

As the world totally shut down this past quarter, and we're definitely feeling the consequences of that and we're having to move product at a much lower margin or even at a loss to get ready to bring in lower-cost materials and to and to kind of flip the script. But uh, it's part of the game that you have to be willing to tolerate that pain because, on the other side of it, there's also a lot of good that can come out and a lot of money that you can make if you take a risk.

John

Right. I guess one of the things that kind of maybe goes without saying, but we probably should say anyways, and that is that it just seems to be like one of the constants that does exist in this game is pain, right? It is the reason why these sales relationship even exists, because it takes a lot of work to get products from one place to another place and if it was, if it was really easy then they wouldn't need anybody to help navigate it in between, right. So I think that's a good reminder when you just think about just how rough it can be sometimes.

Kyle

You bring up something that I talk about all the time with my team and my teammates is that just like any sales roll, you have to learn how to accept the rejections. When you talk about pain when something goes wrong as a distributor, it goes wrong for you twice at least, right? So you've got a huge high-profile project at one of your customers and your principal, your supplier could not be more excited about it and everything's going great. You know, our sales cycle is pretty long in the plastics. Just because there are so many qualifications and testing. So you're looking at 12-month sales cycles on average, and you wait all this time and you send all the samples and you've made all the visits you've done all the entertaining and everything is really good up until the 11th hour and something fails or something political happens or whatever so not only do you have to go tell your organization like, hey, this whale is gone, then you have to go manage that response, back to the supplier too, so you lose twice you get, and you get kicked twice.

John

That's exactly right.

Kyle

And it's you are a desert distributor, you are a middle man and you are a punching bag at times for the supplier who wants to move more product who can beat the hell out of you when they're not getting sales, when you're not buying from them because your customers aren't buying. Then your customers are beating the hell out of you on pricing, which you have very little control over most of the time.

Kyle

So it comes from all angles you're getting punched every day and you just gotta learn how to shake it off and move on to the next.

John

I guess that's kind of a, you know. As you're talking, part of me, is like, oh, he's gonna tell us how to avoid being a punching bag, you know? But I think at the end of the day, it's like no, just recognize it, and just kind of pucker up twice because it's gonna happen.

Kyle

Yeah, exactly. That the beauty of being in distribution is that if your product portfolio is diverse enough you're going to lose, you know obviously, more than you win in any sales role, most of the time. But there's something else that you can go work on that same day or the next day that's equally as exciting, If you've built your funnel up to a point and you've diversified what you're working on enough. You may lose out big because automotive is down this month or this quarter or this year, but as long as you're working on something. Or like in film and packaging which is blowing up, you know, because consumer goods are blowing up for whatever reason or any

example. But if you diversify yourself and you have a short memory you'll learn to take the punches and just move to the next and it really won't affect you too much, you can't you just can't let it affect you?

John

And that's an important point. I love how you slip that one in. If you have a short memory, it's like the benefits of forgetfulness, you know.

Kyle

It's the best. It's like in your golf. It's like every great athlete has a short memory. I love to golf so if I reflected on every awful shot I hit in a round, I'd never play again. You just gotta just go try and hit, a better shot, or do something fun on the next hole and so. That's all you can do.

John

You know that that's a really that's an interesting point. This concept of just being willing to start again just try again start fresh. Forget what just barely happened and it's kind of hard because there's a lot of residue from just the last three years have been, I mean, talk about a punching bag of one event after another event on a national scale, lots of different local pockets, lots of supply chain, lots of different challenges that we've had. But I guess you personally how, what do you? What's kind of your source of motivation for you, Kyle? Like, how do you, how do you like dust yourself off and just you know pick up the bat again?

Kyle

I would say that I mean like most I'm highly motivated by my family I'm highly motivated by money and providing for them and having money to do things that I want to do. I'm highly motivated by my ego like most people, whether they admit it or not. You know, getting a big win and closing the whale, or closing something significant, is the best feeling in the world. If you're in sales and you really enjoy sales. For me luckily, at this point in my career, I've been told no so many times within a short period of time after that, when something really wonderful's happened or something great is closed, it takes time, but the thing that motivates me the most is that everything is cyclical, and if you're a person who believes everything happens in threes. You know when it is pouring down on you and you lose your two or your three best opportunities or your three best opportunities, or whatever the things that you're most excited about in a week or a month I find a lot of solace knowing that, you know. It's coming back around. Something good is coming. I'm doing the work. I'm putting in the time I'm doing the right things that I know have led me to success before, so the biggest thing that motivates me is to know that even if today sucked. There's a really good chance that tomorrow could bring something totally unexpected or awesome and it's hard to have that mentality. It's easy to, I fall off the wagon all the time but f you can train yourself to know that just because something when something bad happens, something good is also going to happen. Conversely, right, you can't get too high because

someone's coming to kick your stool out from underneath you very soon... So you just have to be you have to be ready for both and you have to believe that both are going to happen and will continue to happen forever. The you know, the yin and the Yang.

John

Well, I tell you that is... it's a simple thing, it's hard, and it's easy to be distracted from it. Like you were saying, that sounds like it sounds like it's really a habit that you kind of worked on over the years and you're kind of getting the benefit from the perpetuity of it, kind of just believing that, you know, that yin and yang, it's gonna, it's not like an end today. It might be bad today, but it just means the beginning of something good. It's kind of what you're saying.

Kyle

Yeah, yeah, the first thing that my boss taught me was don't get too high with the highs or too low with the lows and that just, as a 22 year old kid, I was like, yeah, whatever dude. I'm the best sales guy that's ever lived. And you're working on, you're working on all these great things and you're feeling awesome. And then, you know, the rug gets pulled out from underneath you so I've got a young guy that works for me now that replaced me in my territory and it was it literally came full circle for me because he had like two or three unbelievable things at the finish line about a month ago. And he's and he called me. He's like. I can't do **** wrong. Excuse my language. I can't do anything wrong. Everything is working out for me. And I'm like dude you need to slow down cause it's coming for you something is coming to take you down a peg or two, and sure enough, unfortunately, two of those three things fell apart at the 11th hour and he lost a huge piece of business that he'd had for 10 years.

John

Ohh jeez.

Kyle

But you know, it was a great opportunity for me to share that lesson, you know that he shared with me 10 years ago was that you may have won big today or you may have lost big today, but something something opposite is coming equal and opposite.

John

Well, I think that's a great reminder, and as you said, we're all susceptible to it. No, I think that's awesome. Kyle, this is, I have really appreciated a lot of your insights today. I think our audience is going to really resonate with the things you're saying. And you know, I want to just kind of shout out to our audience again. If you've enjoyed today's episode, if you guys enjoyed it, please subscribe, share, leave a review. We'd love to hear your thoughts and questions. So reach out. Again, I want to thank Kyle for being here, and joining us today and for everybody tuning in. So, thank you, Kyle.

Kyle

Hey, thank you, John. I appreciate what you and Redlist are doing and you know being a champion for the middleman, for the distributors out there regardless of their industry or their markets. We all got to stick together because we're essential and everyone needs to remember that.

John

Yeah, you know, seriously, probably one of the most powerful groups in the world are the people who carry this stuff to the last mile. So no, we couldn't agree more. So thank you very much and so until next time this is John Keller, the host of the distribution download podcast signing off.