

FALL 2021

BOSS

PROFILES OF
DIXON EMPLOYEES

HOMEGROWN &
PROUDLY PATRIOTIC



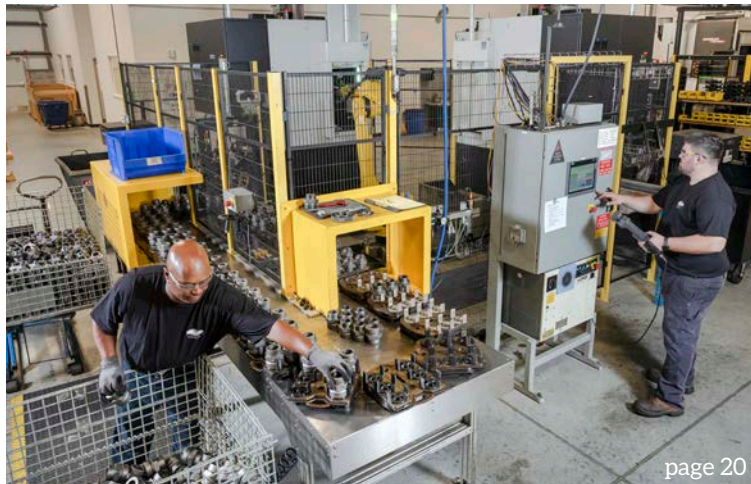
From 1916 and Beyond



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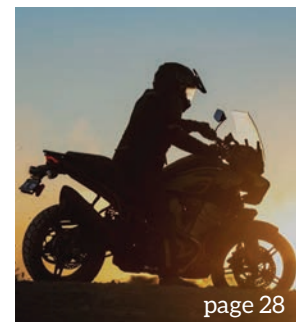
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BOSS

FALL 2021

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Dixon has been a proud U.S. manufacturer since 1916, employing over 1,200 people throughout North America ensuring our customers have a domestic option for many of the products they need. We take pride in this position and are committed to maintaining it by continually investing in our employees, our company, and the communities in which we live.

People often overlook the fact that a manufacturer also requires sales, marketing, engineering, IT, human resources, and all the other functions that support a business. However, it all begins with the manufacturing employees who create the products and start the economic cycle.

We also understand the importance of ongoing investment in our facilities. Several years ago, Dixon purchased land to begin the development of a new Dixon campus headquartered in Chestertown, Md. Construction began with a 150,000 ft² high-tech distribution center that was completed in 2019. Next was our 60,000 ft² headquarters building completed in July of 2020 followed by a 100,000 ft² manufacturing facility completed in the spring of 2021. We are proud of the over 600,000 ft² of manufacturing space we maintain in North America. We continue making these investments in physical resources because we strongly believe that domestic manufacturing is vital to our economy.

Investment in our local communities is also very important and many folks want to work for businesses that care about giving back. The company, and our employees, are involved in and support a variety of local and nationally-based programs such as Character Counts, the United Way, and many youth and scholarship programs.

The last several decades have been tough on U.S. manufacturers and many have made the decision to offshore products in search of a better profit margin. We have found ourselves in a constant battle with foreign countries, such as China, that have no scruples about stealing our intellectual property and dumping low-priced products here. Why did this happen? Some of the main reasons include the lure of the lower cost of producing product offshore compared to here and the lackluster strategies and policies of the U.S. government.

After years of struggling many business owners have given up. Dixon, however, is not throwing in the towel and we remain more committed than ever to producing high-quality, innovative products here. We are encouraged to witness and proud to support the growing national trend to buy domestic products. We believe it is critical that we return the U.S. manufacturing sector to the world leader it once was. Considering this, we ask that you consider reviewing your purchasing practices and help Dixon and other quality U.S.-based manufacturers to invest and steadily grow in this country by buying domestically whenever possible.

We thank you for your business, and on behalf of our employees, we look forward to continuing to serve you.

R L Goodall

Photo by William Gray



TRIVIAL MATTERS

PUBLISHED ONCE A MOON SINCE 1932

DID YOU KNOW THAT...



Apple pie isn't actually American at all. The next time someone calls something "as American as apple pie," consider the fact that neither apple pies nor apples originally came from America. Apples are in fact native to Asia, and the first recorded recipe for apple pie was actually written in England.

The unicorn is the national animal of Scotland. Although it's a fabled creature it was chosen because of its association with dominance and chivalry as well as purity and innocence in Celtic mythology.

The largest known living organism is an aspen grove. *Pando* (Latin for "I spread out") is a group of genetically identical quaking aspens in Utah with an interconnected root system. It's an estimated 80,000 years old and takes up more than 100 acres.

You can hear a blue whale's heartbeat from more than 2 miles away. The world's largest animal's heart weighs about 400 pounds, approximately the size of a small piano.

Four times more people speak English as a second language than as a native one. It's the most widely spoken tongue in the world, with nearly 2 billion people learning it as a second language and only 360 million people speaking it natively.

The lyrebird can mimic almost any sounds it hears, including chainsaws.

Wildlife watchers have recorded the Australian species copying not only other birds but other animals, like koalas, and artificial sounds such as car alarms and camera shutters.

The speed of a computer mouse is measured in "Mickeyes." A British scientist first invented the rollerball device in 1946 while working for the Royal Navy, but the word "mouse" didn't get coined until 1965.

Fear of the number 13 is called triskaidekaphobia.



A \$1 bill costs 5 cents to make.

ON THE LIGHTER SIDE



A kid finds a magical lamp. He rubs the lamp, and a genie appears and says, "What is your first wish?"
The kid says, "I wish I were rich!"
The genie replies, "It is done!"
What is your second wish, Rich?"

I made a playlist for hiking. It has music from Peanuts, the Cranberries, and Eminem. I call it my trail mix.

A waiter gives a gentleman a cup of coffee. The gentleman takes a sip and spits it out. He turns to the waiter and says, "Waiter! This coffee tastes like mud!" The waiter, looking surprised, turns to the gentleman and says, "But, sir, it's fresh ground!"

What do you call a million rabbits walking backward?
A receding hareline!

Why do chicken coops only have two doors?
Because if they had four, they would be chicken sedans!

Why did the family put the turkey and chicken at opposite ends of the table?
They sensed fowl play.

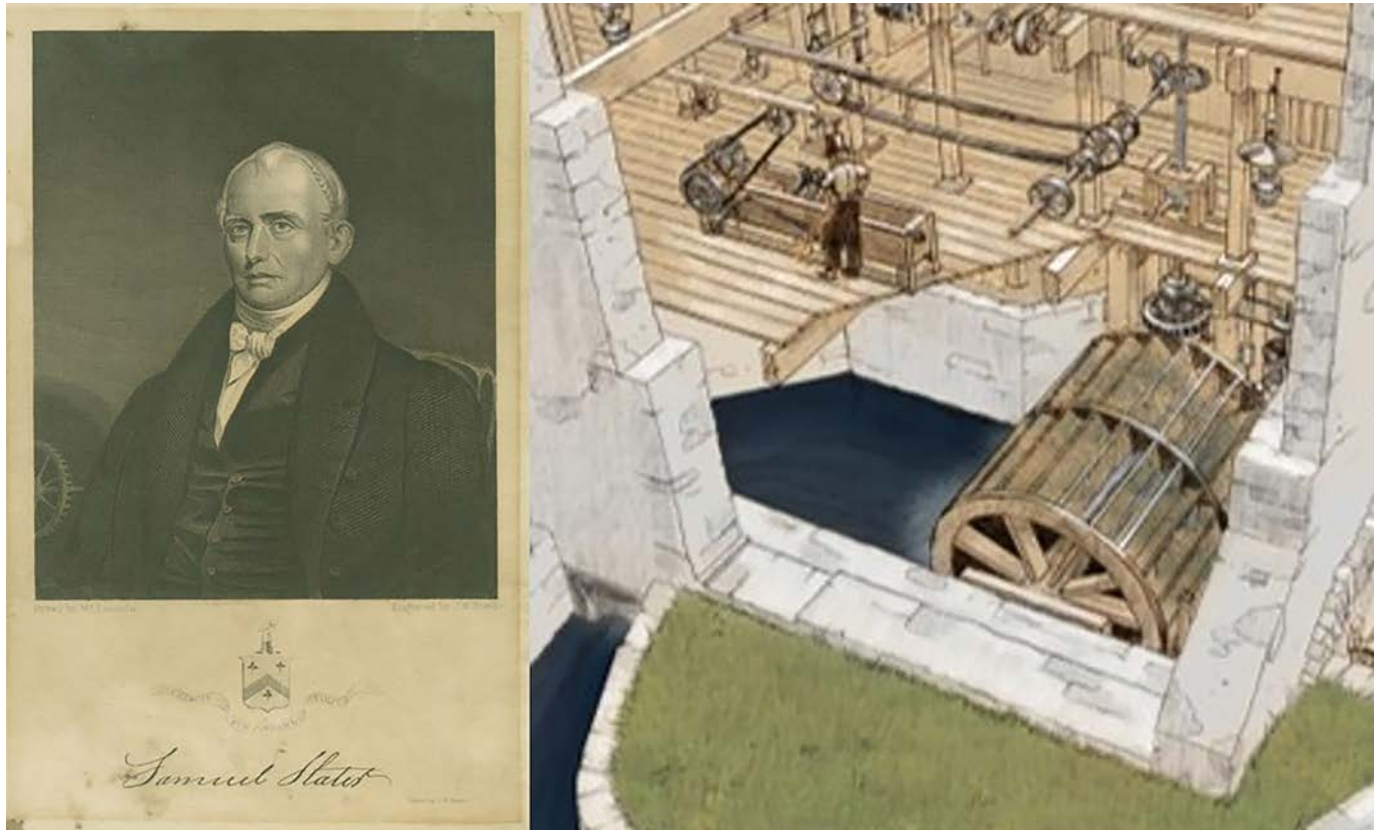
Why don't you ever want to run in front of a car?
You'll get tired.

Why don't you ever want to run behind a car?
You'll get exhausted.

Of all the inventions of the last 100 years, the dry-erase board has to be the most remarkable.

Where do you take someone who's been injured in a peekaboo accident?
To the ICU.

Why did the illiterate witch get kicked out of the coven?
She couldn't spell.



SPINNING A REVOLUTION

INDUSTRIALIST SAMUEL SLATER IS REMEMBERED TODAY AS 'THE FATHER OF THE U.S. FACTORY SYSTEM.'

BY SARAH ACHENBACH

When Samuel Slater left his native England in early 1790, he had precious little money in his pockets. His mind, though, was filled with all he would need in the New World: a dream to automate America's textile industry and a photographic memory of the designs and operations of England's automated, water-powered spinning machine.

Slater, the founder of the U.S. automated textile industry and architect of the country's factory system, spent seven years working under English textile magnate Jedediah Strutt. With Strutt's blessing and disguised as a farmer to avoid suspicion by British agents, Slater, then 21, began his venture in a former clothier's shop in Pawtucket, R.I., along the Blackstone River.

Backed by a wealthy New England industrialist, Slater built a small mill and its machinery from scratch and memory. On Dec. 20, 1790, Slater broke through the frozen Blackstone River to turn the tiny

water wheel to create the nation's first cotton yarn spun by automated machinery. Within a year, his mill was selling nearly 8,000 yards of cloth, and he had begun construction on a new factory in Pawtucket and another milestone: the country's first automated cotton mill with all manufacturing processes under one roof. Sixteen years after Slater's first modern mill, the American textile industry had 62 mills, with 25 in the works.

In 1803, Slater and his brother John founded Slatersville, R.I., with a modern mill, housing and a company store for employees. Slater's "Rhode Island System" had churches, schools and New England's first Sunday school with teachers paid by Slater.

By the time of Slater's death in 1835, America's cotton industry produced 80 million pounds annually, and the factory system he created became the standard. His innovations still stand today, as does his original mill, now the Old Slater Mill Museum. ●

OVERFILL AND GROUNDING INNOVATIONS

DIXON'S UNIQUE APPLICATION FOR ITS ADS SPILLGUARD SYSTEM MEETS OVERFILL AND GROUNDING NEEDS IN A SINGLE, SIMPLE, CUSTOMIZED SOLUTION.



THE SITUATION: When a bulk storage and shipping company began moving a new product from barge to rail, it quickly discovered that its existing clamp-style grounding system for transloading from truck to railcar was unreliable. It didn't always work, nor could it communicate with the control room. Dixon customized its comprehensive ADS Spillguard system to solve the issue and create one system for overfill protection and grounding verification.

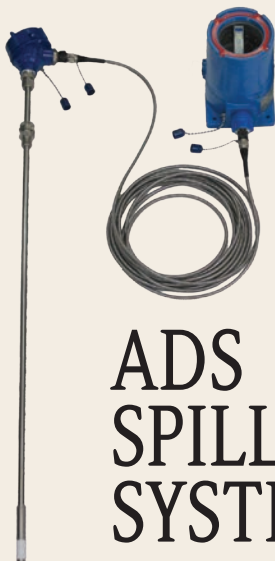
THE PROBLEM: Safely loading and unloading freight from ships, trucks or rail requires precise, reliable alert systems for overfill and positive groundings. The company's existing system used two independent monitoring systems—one for overfill and the other for ground verification—that were unreliable and often inaccurate.

THE SOLUTION: Dixon worked closely with the client to develop a custom solution using the ADS Spillguard

system. By adding ground verification to the Spillguard's existing, reliable overfill monitoring, Dixon created efficient communication with the company's existing petrochemical life cycle system and provided durable components that are easy to use.

THE OUTCOME: "We engineer our systems to meet our customers' unique needs," explains Jennifer Mahoney, Dixon's territory manager for Louisiana, who worked with the customer's electrician to advise on best placement for the monitors on its custom rail skids. With one reliable, interconnected system, the shipping company realized a cost saving of approximately 50 percent over the competitive brand it was originally using. And Dixon continues to help the client innovate. Currently, Dixon is working on adding an audible overfill alarm to the terminal to warn operators when the system is getting full.

PRODUCT SPOTLIGHT



ADS SPILLGUARD SYSTEM

APPLICATIONS

- Adding an all-in-one solution utilizing the ADS Spillguard system for both overfill protection and ground verification. Designed for robust environments, the ADS Spillguard system creates a durable, reliable, simple and complete solution.

FEATURES

- Automatically communicates overfill and grounding data to the control room through one system, not two separate, incompatible systems
- Provides simple, reliable monitoring via a standard ground verification interlock within the monitor's housing

PROFILES OF DIXON EMPLOYEES FROM AROUND THE WORLD

BADGE NO. 1

MARTHA STUBBS

BY CARYN R. SAGAL

As an elementary school student, Martha Stubbs remembers visiting a pickle factory at 800 High St. in Chestertown, Md. By sheer coincidence, she'd later return to that same site for employment at Dixon Valve & Coupling Co., which purchased the property in the mid-1970s and occupied it until earlier this year.

"I thought I would try out the job because it was close to home, but I must have liked it because I'm still here 45 years later," Stubbs says.

Her tenure with Dixon began in 1976. Stubbs was the first hourly employee hired in Chestertown, badge No. 1.

Based in the machine shop, she worked with different equipment—punching holes, loading pipes and setting up machines.

In 1986, Stubbs moved to the warehouse, where she continues to serve as a distribution specialist. In addition to answering phones and greeting visitors when they arrive, she orders supplies for the warehouse and branches, assists in the assembly area, prints orders and bills orders that ship out.

"I like the people, the company and the work," she says. "I can come in and do my job without someone standing over me. If I need help, I just ask."

Declaring that "Dixon is a great company to work for," Stubbs adds, "It treats employees fairly and offers a good health insurance plan, a retirement plan, vacations and bonuses."

She has seen many improvements through the years and is particularly pleased with "having onsite



physical therapy and being able to work in newer, air-conditioned buildings. Plus, we have a really nice lunch for Christmas and we receive a turkey and time off for Thanksgiving."

And speaking of holidays ... Stubbs loves to spruce up her home and Dixon with festive decor. Her office embellishments have ranged from a small Christmas tree with Dixon's safety clip as an ornament to a "Peanuts"-themed tree with Charlie Brown and Snoopy, in addition to wreaths on the doors and decals on the big windows.

More elaborate at home, she says she once outlined the whole house in red lights and placed candles in the windows, multi-color lights in the bushes and figurines in the yard.

"Ever since, I just decorate the bushes and windows and put figures in the yard," Stubbs says. "But I try to change it up every year."

In addition to Christmas decorating, she's even gone so far as to dress up her dog for Halloween and have him greet trick-or-treaters with a basket of candy.

Stubbs' other leisure time pursuits include gardening, going to the beach, visiting her son and grandchildren, and spending time with her friends.

Proud that she's still part of the Dixon team at age 71, Stubbs plans to retire in four years.

"I still like what I do and look forward to doing the best at my job," she says.



FLYING HIGH, DOWN UNDER

ANDREW PRENTICE

BY CARYN R. SAGAL

Growing up in Australia, Andrew Prentice spent his vacations searching for gold in the Outback. Fond memories of camping out with metal detectors, picks and shovels inspired him to pursue a career in mineral exploration and production.

Prentice began with hands-on roles at mining companies involved in gold exploration and production before switching to technical product sales.

Soon after he joined Mining Supplies Australia, Dixon Valve & Coupling Co. acquired the company.

"I remember at the time thinking, 'This is going to open up some great opportunities,' and I was right," Prentice says. "Twenty-five years later, I'm still here!"

Through the years, Prentice has held senior regional management, product management, sales and marketing roles with Dixon Asia Pacific. He's moved several times throughout Australia with his wife and two

children, and the family even relocated to Singapore for three years.

"Dixon has given me many opportunities to work in different roles in different regions of the world, to be entrepreneurial and develop new skills," Prentice says. "I really enjoy working with such a diverse group of people—customers, distributors and suppliers from all over the world."

That diversity has brought unique opportunities, as Prentice predicted, such as building business in regions where English is not the first language or is very limited, which Prentice describes as "particularly challenging but exciting at the same time."

In 2017, Prentice was promoted to group vice president of Dixon Overseas Operations. Now based in the Australian city of Perth, he oversees business in the Asia Pacific, as well as in Europe, the Middle East and Africa.

Prentice considers himself "very fortunate to lead an amazing team across the overseas regions covering all aspects of our business."

"That team comprises talented and creative people who are humble and always keep it real," he says. "They also do great work in the community raising money for the homeless, the children's Christmas appeal and other worthy causes. We have a great culture here."

When he's not at the office or traveling for work, Prentice spends most of his time exercising—running, taking outdoor boot camps or working out at the gym or in the water.

"I grew up surfing at every possible chance and still venture out every now and then," he says.

Prentice also loves sports, especially Australian rules football (AFL) and his beloved West Coast Eagles. When his kids were young, he coached their Little League AFL teams and was involved in other community sports.

Now 51, Prentice says he has "so much more to accomplish—the overseas region has huge potential with many more exciting opportunities ahead."

NET GAIN

ALVARO PRADO

BY CARYN R. SAGAL

The game of tennis brought Alvaro Prado from Guatemala City to Chestertown, Md. Soon after, it led him to Dixon.

Prado started working with the company in 2002 after Washington College in Chestertown recruited him as a varsity tennis player. Adjusting to life in another country and speaking English full-time were tough enough, yet he faced another hurdle.

Per NCAA Division III rules, Washington College could not award an athletic scholarship. The coach and admissions team found an academic grant for Prado, but he would need to find alternative ways to pay for tuition, room and board.

While focusing on his studies (and compiling a 21-5 doubles record and 21-11 singles record on the tennis court), Prado took a part-time job at the college's gymnasium. That's where he met Richard "Flats" Flaherty, for-



mer Dixon sales president and a frequent squash player.

"One day, Mr. Flaherty's squash partner did not show up so I filled in," Prado says. "He asked me if I spoke Spanish and I explained that Spanish is my first language. Then he hired me as a part-time translator."

Prado stayed with Dixon through his upperclassman years and became a full-time employee upon graduation, working in exports.

"When my visa expired the following year, Dixon

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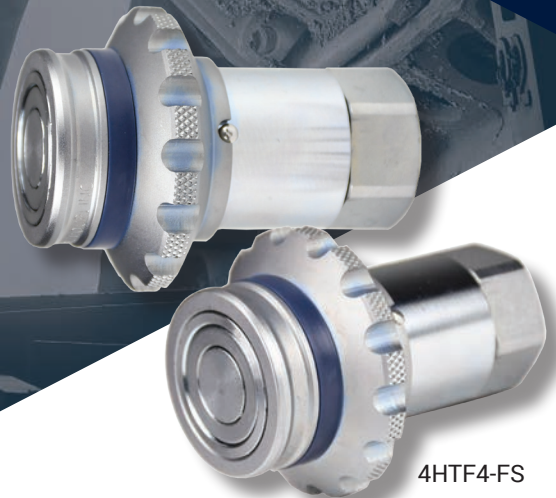
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had no one in sales looking after the Central American market, so I requested and received that opportunity," he says. "I ended up living in Guatemala and working for an American company. It was and *still* is a great scenario, and I think it works nicely for Dixon, too."

Now 39, Prado oversees communication with distributors in Central America, Colombia, Ecuador and Peru. He also seeks new product opportunities, trains and supports distributors on Dixon products, and searches for new distributors when necessary.

"I enjoy working for a company that represents good values," Prado says. "I also enjoy doing sales calls with distributors and always look forward to learning something when I go out in the field. Communication with the management and exports teams makes my every day enjoyable."

Before the pandemic, he would travel one week to a Central American country, then follow up at home, spend the next week in South America and so on. But during the past year and a half, he's stayed in Guatemala and conducted business through emails and virtual trainings.

When he's not working, Prado enjoys spending time with his wife and two children, visiting zoos, riding bikes and watching movies. And, of course, there's tennis.

"I play about four times a week and try to teach the sport to my son and his close friends," he says.

Prado also volunteers with Guatemala's National Federation of Tennis. "I love chatting with kids about the benefits of playing a sport while keeping up with good academics," he says. "I tell them that tennis is a tool that will help you do well in life."



TRAVELIN' MAN

RICH SMITH

BY CARYN R. SAGAL

After serving in the U.S. Navy and playing drums in a traveling band, Rich Smith decided to find a permanent career. He started as a pump and air compressor mechanic before taking sales positions with industrial bearing and hose distributors.

Then came that life-changing phone call in 1982. A former boss working at Dixon Valve & Coupling Co. thought Smith would be an ideal candidate for an inside sales position.

Smith heard positive things about the company. Within six months of taking the job, he says he found his true calling and knew he wanted to stay for good.

"Dixon has been my family for 38 years," Smith says. "They're a leader in the industry, and CEO Dick Goodall operates with ethics and takes care of his employees."

Smith's tenure with Dixon began at the Kansas City branch. He moved on to the Chicago center, and later opened the Tampa and Cleveland centers. Since 1985, he's been based at the Chestertown headquarters.

A leader with the Bayco Division, Smith manages sales operations everywhere east of the Mississippi River, as well as in Central and South America. His favorite part of the job is "traveling throughout the country and overseas representing Dixon."

Work has taken him to Canada, Mexico and all over Central and South America. He typically spends three weeks on the road each month and takes four international trips a year.

Smith says his proudest accomplishment is "working with distributors and end users to promote Dixon products." Through the decades, he's "seen the company expand its product lines and become more diverse."

Now 70, Smith plans to retire in December of 2023 and is "trying to figure out how to stay active and enjoy life."

Until then, he says he'll continue to enjoy coming to work and representing Dixon. On weekends, you can usually spot him hitting the links at his local country club or boating on the Chesapeake Bay or Chester River.

Smith also enjoys spending time with his two grown sons and playing guitar. Still rocking out after all these years!

ON THE ROAD AGAIN

DAN BURKE

BY ALAN FEILER

Based in the Houston area, Dan Burke loves being central sales manager for the Dixon Bayco Division and covering the south-central region of the nation.

"I travel from Texas, Louisiana and Mississippi, to Iowa, Nebraska and then back to Texas," he says.

Burke, a native of Akron, Ohio, is a 29-year Dixon veteran. He sells valves, fittings and other equipment for tanker trucks to companies throughout the central region.

"I love traveling to customer sites and meeting with them and talking about how we can find solutions to what they're facing," he says. "There's a sense of adventure and some stewardship as well. You're helping people with problems they have."

"Dixon is renowned for being there to help people, and it means a lot to have someone professional come in and give suggestions and ideas and see how our products are holding up. That's what I enjoy."

Burke says his ideal sales call is when "I stand up and shake someone's hand and thank them for their business, and then they say, 'Oh no, thank you!'"

In life and in business, Burke says his credo is, "Tell the truth ... even if it hurts." Over the years, he believes he's learned what makes a great salesperson.

"It always starts with organization," he says. "You really have to be a well-grounded individual who is very



interested in helping customers. You want to be someone who they like so much they want to invite you back to meet their family."

When he's not on the road, Burke spends as much time as possible with his own family—his wife of 42 years, Anne, their three adult children and seven grandkids. He also tries to catch all of the sporting and cultural offerings in Houston.

"It's a great town," he says. "We're subscribers to the Houston Symphony and love to go to the Sunday matinees. We have every kind of restaurant and food there is. There's just so much to do in Houston."

When asked what makes Dixon different from other corporations, Burke says it's the company's family culture.

"When my dad passed away, I got a handwritten note from [chairman and CEO] Dick Goodall," Burke recalls fondly. "I play a small role in this company, yet I was so touched he'd take the time and effort to write a note to me. It's that family atmosphere that makes Dixon different."

A TRUE TEAM PLAYER

DARRICK DUKE

BY ALAN FEILER

Darrick Duke has got game. In his younger days, he was a football and baseball star at the University of Texas at Austin. He also played a couple of seasons for the Spokane Indians and Springfield Sultans, both minor league affiliates of the San Diego Padres organization.

But these days, Duke, 50, a native and longtime resident of Houston, enjoys touching all of the bases with his customers. As U.S. distribution manager for Dixon Valve & Coupling Co., he spends much of his time traveling around the country.

"I'm responsible for all of our branches," Duke says. "I've always enjoyed traveling and meeting new people and being in new environments. Each customer is different and unique."

Duke, who came to Dixon in 2007, says he's never forgotten when he first toured the Chestertown plant with Dick Goodall and the CEO knew all of the employees by their first name. "It was very genuine, and I wanted to be part of that kind of culture."

In his capacity, Duke supervises more than 100 employees around the country, overseeing such matters

as customer service, inventory, freight companies and locations of facilities.

When he's not working, Duke loves spending time with his wife of 25 years, Kris, and their children, Malina, Myles and Mason.

An avid hunter and fisherman, Duke also devotes his spare time to coaching youth sports.

"I'm very passionate about community," he says. "I just love to help people. I love when I see a lightbulb come on with certain people. My dad always told us to have pride in what you do, and I want to pass that on to others."

Similarly, Duke is inspired by the generosity of other individuals.

"Our office in Houston got flooded a few years ago during Hurricane Ike," he recalls. "So many people from Dixon called and asked if we needed anything. They shipped water down to us and care packages, generators, whatever they could and from all over."

That kind of compassion, Duke says, corresponds perfectly with his own philosophy about life in general: "Leave the place better than how you found it."



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PRICE'S PASSION

MARY PRICE

BY CARYN R. SAGAL

Interested in a business career where she could help people, Mary Price joined Dixon in 1984.

"I thought I had the best job ever," Price says. "Who would have thought I would be sitting here today as a senior vice president of this great organization?"

Starting as a secretary for Dixon's sales executives, Price says she "attended many meetings and learned all about the customers, products and how we do business."

She quickly rose through the ranks, moving to exports and advertising. In the early 1990s, CEO Dick Goodall offered Price a promotion to human resources, on the condition that she would finish her degree.

Taking him up on the challenge, Price took human resources classes at University of Maryland University College and "learned anything else I could." Not only did she earn her degree, she also received the industry's SHRM-SCP and SPHR certifications.

Based at the Chestertown headquarters, Price now leads Dixon's HR team in "strategies, policies and practices that create an engaged and motivated workforce." She oversees recruitment, retention, benefits, organizational development, safety and compliance.

"When you think of HR, you might think of hiring and onboarding, policy development, compliance and training," Price says. "But what it really amounts to is getting to know people and helping them. I have a great team in HR that wakes up every day thinking about how they can hire the best and encourage them to be successful. I could not be more proud of them."



Price says her favorite part of the job is traveling to Dixon locations in the United States, Canada, Mexico, the United Kingdom, Singapore and Australia. "We have the best people at Dixon," she says. "Without exception, they are friendly, smart, kind and hard-working."

"So many people here are looking for an opportunity to grow personally and professionally," Price says. "I hope my story motivates them and encourages them to talk to us about their dreams and ambitions."

Besides helping her co-workers, Price has been an active board member with Horizons of Kent and Queen Anne's and a coach with Character Counts Kent County. (Dixon has provided coaches to Character Counts for more than two decades.)

"I am passionate about children and will do whatever I can to help our community be the place where our young people can thrive," she says.

When Price isn't lending her time and talent to inspire future business and community leaders, she enjoys remodeling, decorating and relaxing at the beach or pool with a good book. Her top priority, though, is spending time with her husband, four children, six grandchildren and a "very special toy poodle."



AMAZING GRACE

BOB GRACE

BY ADAM STONE

If you don't see Bob Grace behind his desk, he's probably out walking. The president of Dixon Valve & Coupling Co. typically rises with the sun and gets three miles or so under his sneakers before heading over to the Chestertown headquarters.

"It's a chance to get my head together," he says. "I think about my day, what it's going to be like. I think about my family. I think about a lot of things. It's just a

peaceful time of the day. And I don't always do it, I go in spurts. But when I do it, I always feel better."

A 32-year Dixon veteran, Grace is the father of three grown children and a grandfather as well. He lives in Chestertown with his wife, Joy, and likes to spend his weekends golfing at his local club. (He won't say he's good at the game but claims "a pretty decent handicap.")

Grace worked his way up through the ranks at Dixon. "My first job was to oversee the distribution and branch operations," he says.

From there, he moved on to become a division manager and then an executive vice president. In his

present role, which he's held for 11 years, Grace is responsible for some 900 U.S. employees and another 400 overseas.

"This has always been a company where every person can have an impact, can make a difference," he says.

In fact, Grace says one of the greatest satisfactions in his job is seeing others work their way up the ladder.

"There have been a number of people who have come in at one level in the company and moved up significantly, growing to take on additional responsibilities," he says. "That is the absolute most rewarding part of the job, to see people grow personally and professionally."

LIKE FATHER, LIKE DAUGHTER

MARCY HAYES-MILLER

BY ADAM STONE

Marcy Hayes-Miller still remembers her late father, Jim Hayes, going off to work at Dixon Valve & Coupling Co.

"Even when he first started, the owners and managers would actually come to our home for dinner," Hayes-Miller recalls. "He really enjoyed working for a company where there was that level of respect, where people had common goals."

When it came time for Hayes-Miller to enter the workforce, she followed her dad's lead, taking high school summer jobs at Dixon. After graduating from Brock University in St. Catharines, Ontario, with a bachelor's degree in business administration, she joined the company full time in 1993.

"I came on to implement their ISO program—to write the quality manuals and procedures, things like that," she says. "Then, I took on a role of overseeing the manufacturing and the accounting department."

When Dixon bought a manufacturing facility in Winnipeg, Marcy grew with the company, taking on more responsibilities.

Today, she lives in the Ontario city of Barrie with her two teenagers and is branch manager in Mississauga, outside of Toronto. "We're the distribution warehouse," she says. "We process orders, and then we've got a warehouse team that takes care of picking and packing the orders."

She says Dixon's leadership has stood by her as the work evolved over decades. "I have had a lot of support from the company," she says. "They've helped me to gain



a lot of varied experiences, from quality to manufacturing to accounting. Each time I shifted gears, I always had support and encouragement from the company to take on these new challenges."

When not at work, Hayes-Miller most often can be found enjoying the great outdoors. Barrie stands at the edge of "cottage country," a region of lakes and woods where she and her kids often go camping and hiking.

"North of Barrie, it's just all lakes and provincial parks and the campgrounds. It's beautiful out there," she says. "I enjoy the fresh air and just the family time, getting away from the busyness of everyday life and spending quality time together."

As she reflects on her three-decade career with Dixon, Hayes-Miller says she continues to be impressed by the strong ties that exist in the company. She recalls attending an early training session that brought together Dixon employees from around the world.

"It really struck me then that even though this is a family business, we've got so many different people here from so many different places, and they're all working toward a shared set of goals," she says. "I've never lost that feeling."



AS THE CROWE FLIES

JULIE CROWE

BY ADAM STONE

Everyone needs a way to decompress. For Julie Crowe, it's spinning class.

Never tried it? Basically, it involves riding a stationary bike very, very fast.

"It's a short session and very high intensity," Crowe says. "You can't think about anything else when you're doing a spin class or you'll fall off. It's a really good release because you are just totally focused."

When she's not pedaling madly, Crowe is managing director of Dixon Europe, responsible for Europe, Russia and the Middle East. A 24-year Dixon veteran, she works in Preston, a city in the northwest of England.

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Despite being based in the United Kingdom, Crowe says she's never felt disconnected from the overall enterprise. "Dixon is a very successful global company, but it still feels like you work for a family business," she says. "I always have the opportunity to speak to people in Chestertown. There's always a really open line of communication."

Crowe joined the company as a senior accounts clerk, moved up to finance manager and eventually rose to her

present role. She even stepped in for a year to serve to manage the production and warehouse departments.

With each successive step, she says, upper management always had her back.

"If you've got the drive and the passion, then there's no glass ceiling here," says Crowe, 52. "As a woman in a very male-oriented industry, I've always had full support. There is never the sense of gender being an issue for anyone."

FUEL FOR THOUGHT

BOB KOENINGER

BY ADAM STONE

On weekends, Bob Koeninger is a car guy. He's either in the garage with a wrench or out with his wife, Susan, at a car show, ogling the hot rods with other vintage auto enthusiasts.

You might know him as Dixon vice president and general manager of Cincinnati-based Dixon Bayco: He launched the company just over 20 years ago and it promptly became a part of the Dixon family, manufacturing valves and controls for the petroleum transportation industry.

"I started with one employee—me. Now, there are 44 employees," Koeninger says. "Dixon funded the business, which freed me to focus on product development, on customer service, on recruiting quality people and putting manufacturing processes in place. The business would have never been as big as it is today without the support systems that Dixon had to offer."

In the early days, Koeninger says he fought for supremacy against bigger competing firms. Today, the enterprise is an industry leader, freeing him to think more about strategic moves that will position the company for future wins.

That success also frees up Koeninger, 64, a father of three grown kids, to indulge in his vehicular passion.

"My wife and I collect cars, we work on cars, we go to cruise-ins where we sit in lounge chairs and watch the cars go by," he says.

For the Koeningers, the interest dates back many years. Susan's parents had Studebaker and Mercedes dealerships, while Bob's father had an AMC dealership.

"We both grew up in car families," says Koeninger. "All the junk iron that I drove when I was a teenager,

those were old AMC (American Motors Corporation) cars, and I've had a number of those over the years, classic ones. When we were teenagers, if you wanted a car, you usually got a piece of junk and you had to fix it. That's where the hobby started, and it's where the passion comes from."

Like many collectors, Koeninger waxes nostalgic for the days when cars were made of moving parts—not just electronics—and a high school kid could tinker under the hood.

"The cars made today have more power, they handle better," he says. "But these vintage cars, the average guy could fix them, could do performance upgrades on them. And nothing looks quite as stylish as sitting in a '63 Studebaker!"



IT'S IN HIS BLOOD

LOUIS F. FARINA JR.

BY ALAN FEILER

For nine decades, there was someone named Louis Farina who worked at Dixon Valve & Coupling Co.

First there was Lou Farina Sr., who was born across the street from Dixon in Philadelphia. He came to work at Dixon at the age of 15 in 1931 as a mail clerk and remained at the company for six decades, working his way up to traffic manager. He died in 2011 at age 95.

Then there was his son, Lou Farina Jr., who began working at Dixon in June of 1959 doing odd jobs such as running errands, filing, washing company cars and “everything else that nobody else wanted to do,” he says with a laugh.

By the time of his retirement eight years ago, Farina, now 80, had worked his way up to president of Dixon. He was the first non-family member to serve as Dixon’s president.

“I think he was proud of me,” Farina says of his dad watching him work his way up the ladder at Dixon over the years. “I hope he was.”

A father of two and grandfather of seven, Farina thoroughly enjoys retirement with his wife, Margaret, but often misses working at Dixon.

“The reason Dixon is successful is because the ownership of the company works on the business and in the business, and provides the necessary capital for the company to grow,” Farina says. “I was only 17 when I came to the company and I took the advice of my dad: ‘Do what they tell you and always ask for more work. Never run out of work.’ I always had a mentor and they gave me



every opportunity to succeed.”

Among the jobs the Philadelphia-born Farina performed at Dixon were file clerk, inventory, mail clerk, inside sales, buyer, purchasing agent, group manager, vice president and eventually president. (He still helps the company with leadership training.)

Now retired, Farina spends much of his time on the golf course. “I like the challenge of making the shots,” he says. “It’s a neat game. I’d like to get better.”

He also enjoys watching sports on TV and taking classes at the Osher Lifelong Learning Institute at the University of South Carolina Beaufort, mostly in government and history. Farina is particularly interested in World War II. “Think about it,” he says, “that’s the last war that the U.S. won. And it’s the only time in history that the business world and the unions and the government cooperated on anything.”

Not long ago, Farina dropped by Chestertown—where he lived for more than three decades—to tour the new Dixon manufacturing facility.

“It’s unbelievable,” he says. “Remember, I worked in Philadelphia [at Dixon] for 17 years. I remember the buildings in Philadelphia. It’s like night and day.

“How many family-owned companies have survived into the fourth generation?” says Farina. “Dixon is remarkable because they’re still a manufacturing company and competing with the overseas suppliers. This is an unbelievable company, very remarkable.” ●



THE TURNING POINT

THE AUTOMATIC SCREW MACHINE TRANSFORMED THE MANUFACTURING WORLD—AND MODERN LIFE AS WE KNOW IT.

BY ALIZA FRIEDLANDER

For more than a century, automatic screw machines have been staples in most manufacturing facilities. But that wasn't always the case.

Prior to 1860, the turret lathe, a metalworking machine used for repetitive production, was referred to as a “screw machine.” But in 1860, Joseph R. Brown improved the manually operated turret lathe to create a machine that was automatic—and what is still in use today.

With his father, David, Brown was the co-founder of Brown & Sharpe, one of the most influential machine tool builders in the nation. Founded in 1833 in Providence, R.I., Brown is best known for inventing the high-speed automatic screw machine, which creates duplicate parts with little manpower.

The machine became a trusted way to efficiently produce large volumes of small parts. In 1865, the first automatic screw machine was patented.

What set the automatic screw machine apart from other types of equipment was the use of drum cans. The drum cans are rotating pieces designed to change a straight motion to a circular one.

When Brown first invented the machine, it was a single spindle. But after the start of World War II, the machines were transformed into multi-spindle prototypes to accomplish more tasks simultaneously.

Since its creation, the automatic screw machine has been repurposed to produce many other components aside from what we just think of when we hear the term screws. And while the Brown & Sharpe automated screw

machines are no longer produced, many are still used in factories today because of their sturdy build.

That includes those that are even more automatic than the ones invented by Brown, thanks to John T. Parsons. Parsons is best known for inventing the first computer numerical control (CNC) system, which is now incorporated into all automatic screw machines.

Parsons, a Detroit-born inventor, first started developing the system in the 1940s while trying to find new and innovative ways to build helicopter rotors. Parsons recognized the possibilities that would come from connecting computers—which at this time were simply punch-card operated calculation machines—and machinery.

By adding CNC technology to automated screw machines, these machines that already didn't require a lot of manpower became even more independent and self-operated. Today, almost all automatic screw machines use CNC technology.

Prior to the automatic screw machine and CNC technology, machinery required a human being for operational purposes. But with the inventions of both the automatic screw machine and the CNC system, companies became equipped with the tools needed to automate factories.

Both Brown and Parsons transformed factories into places that could churn out endless amounts of precisely manufactured components.

Their inventions enhanced the quality of almost every single manufactured good, including many of the aforementioned products that you use on a daily basis. ●

From 1916 and Beyond

A fourth-generation family business, Dixon celebrates its rich history, commitment to its customers and the opening of its state-of-the-art complex.

By Alan Feiler



If Howard W. Goodall could see his company now, he simply wouldn't believe his eyes.

Founded by Goodall 105 years ago, Dixon Valve & Coupling Co. is a premier manufacturer and supplier of hose couplings, valves, dry disconnects, swivels, and other fluid transfer and control products.

The company's global reach includes a wide range of products for numerous industries, including petroleum exploration, refining, transportation, chemical processing, food and beverage, steel, fire protection, construction, mining and manufacturing.

Today, Dixon has eight manufacturing plants and 12 sales and services offices operating on five continents, with manufacturing, warehouses and sales or service facilities in 11 U.S. states.

Dixon's strategic objective is to create solutions that make products safer, leak-free, longer-lasting and always available.

The company operates on its longtime commitment to quality service and uncommon excellence including the "Six Pillars of Character": trustworthiness, respect, responsibility, fairness, caring and citizenship.

While a company that operates on the global stage, Dixon remains committed to bucking the American corporate trend of shipping jobs and resources overseas. In other words, Dixon—founded in Philadelphia, the cradle of American democracy, and now based in the picturesque hamlet of Chestertown, Md. (pop. 5,252)—remains committed to North American manufacturing.

The following is a timeline of the fourth-generation family-owned company's history:



1887

Armed with just an eighth-grade education, 15-year-old Howard W. "HW" Goodall, the son of a cabinetmaker, quits school to take a job as an errand boy and general clerk for Latta & Mulconroy Co., a Philadelphia rubber distributor. He is an inquisitive, ambitious young man and an inveterate tinkerer.

1916

On March 21, Goodall, by now a 44-year-old inventor, engineer and entrepreneur, founds Dixon Valve & Coupling Co. in Philadelphia. Goodall—who started the company with a strong understanding of the needs of the burgeoning mining, oil drilling, construction and railroad industries in the U.S.—was the grandfather of current Chairman and CEO Richard L. "RL" Goodall and great-grandfather of President Taylor Goodall.

HW Goodall was also the founder of the Goodall Rubber Co. and the Knox Manufacturing Co., which manufactured and sold hoses and couplings.

1917

The rotary hose coupling, a high-pressure fitting used in oil drilling, is patented and remains the largest selling item in the Dixon product line for 15 years.

After moving several times, Dixon relocates to its headquarters at Hancock and Columbia avenues in Philadelphia. Early items in the product line, which remain Dixon products today, include Boss™ couplings, King™ single and double bolt hose clamps, air hammer couplings, suction couplings, Air King™ universal couplings and King™ combination nipples.

The first monthly mailer *Dixon Driller*® is published. It is the longest continuously running corporate advertising publication in the nation.

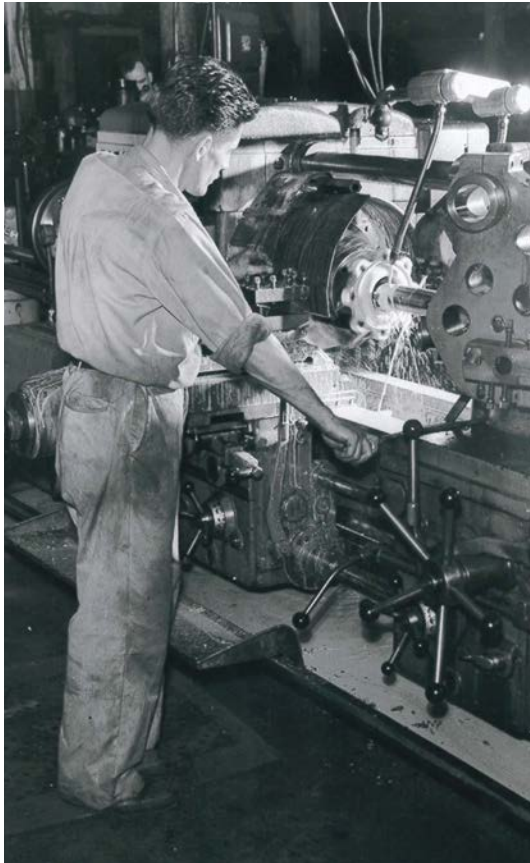
Prior to World War II, Dixon promotes and sells these basic products while continually adding new hose fittings and accessories.

Dixon opens its first international distribution center in Canada (Dixon Group Canada Ltd.).

1918

1929

1934



1951

1952

1960s

HW Goodall becomes ill while on a sales trip and passes away 10 days after his return, at the age of 79. His son, Richard B. "RB" Goodall, becomes president and chief operating officer of Dixon. A Virginia Military Institute graduate who also held a degree from Babson College, RB Goodall had gradually assumed more leadership in the company as his father slowed down.

The company continues to grow under his leadership, and much of what the company is today can be attributed to his long-range vision and understanding of the industrial hose and fitting business. He was known as a leader who listened to his employees and offered counsel and encouragement.

Dixon purchases the Buck Iron Co. of Lancaster, Pa. Now known as simply the Buck Company, it becomes a major source of malleable iron, brass, aluminum and ductile castings for Dixon. Today, the Buck Company is a leading U.S. jobbing foundry with the capability to produce medium and long-run orders in a wide variety of ferrous and non-ferrous metals.

The Dixon management team recognizes the importance of establishing distribution centers across the country (and later around the world). With this breakthrough, customers are assured of prompt and efficient delivery of whatever they needed.

Dixon leaders also begin forging partnerships with other manufacturers, a move that enables Dixon to offer its customers important products—such as worm gear clamps—that were not made in-house. Although Dixon will continue to manufacture most of the products it sells, the company did begin marketing a limited number of hose fittings and accessories made by other manufacturers.

Goodall purchases the Latta & Mulconroy Co., where he began his career more than a half-century earlier. That company incorporates its products into the Dixon line as Holedall™ couplings.

1940



Nearly 100 percent of Dixon's production goes toward military contracts during World War II. Many Dixon products fall under the federal government priority system and are used by industry and the military in the war effort. Before long, Dixon manufacturing facilities are used almost entirely for military contracts. The largest is to produce 380,000 fuse plugs for anti-aircraft shells, which are run on a brand new six-spindle automatic screw machine, the only one in the Philadelphia area at that time.

After the war, Dixon had the manufacturing capacity to resume supplying standard product to its commercial hose distributor base.

1942



During this decade, Dixon pioneers the use of non-metallic hose fittings. The Tuff-Lite™ line of nylon fittings is revolutionary in the industry and has been successful in agricultural, food and medical applications.

1950s



1966

Dixon purchases Yardley Products Corp., a threaded metal inserts manufacturer.

1972

Dixon acquires Adflow in England, which is now part of Dixon Group Europe Ltd.

1976

Dixon, which outgrew its Philadelphia facilities, moves its headquarters to an 11-acre tract of land—the former site of Vita Foods, a pickling operation—in the historic Maryland town of Chestertown. Approximately 15 employees and their families move with the company to the waterfront community nestled on the banks of the Chester River on the Eastern Shore of Maryland.

Dixon enters the cam and groove market by applying for a patent for Boss-Lock™, a fitting with a safety-locking handle.

1980



Dixon Adflow Ltd., now Dixon Group Europe, opens in Preston, England. Today's locations also include facilities in France, Russia and Germany.

1981

Dixon purchases the assets of the Andrews Division of Parker Hannifin, providing the company with the Andrews line of cam and groove fittings.

1985



1999

Dixon purchases the American Coupling Co. (now Dixon Brass), adding manufacturing of brass hose fittings to the company's capabilities. That year also sees the acquisition of Bayco Industries and a merger with the already present Dixon operation in Canada. The U.S. operation becomes Dixon Bayco. This purchase expands the company's product line to include petroleum and dry bulk fittings, overfill protection and accessories.

2000

Dixon extends its reach into the food and beverage market with the purchase of Bradford Fittings (now Dixon Sanitary). A full line of 304 and 316L stainless steel fittings used in the food, dairy, beverage, cosmetic, pharmaceutical and industrial markets becomes available to Dixon distributors.

2001

RL Goodall becomes CEO of Dixon, while Louis F. Farina Jr. is named president. Farina, who started at Dixon at age 17 in 1959, is the company's first non-family member to hold that position.

Farina retired in 2012. His late father, Louis F. Farina Sr., worked at Dixon for six decades.

Dixon expanded its mix of products into the hydraulic and pneumatic quick disconnect coupling market by purchasing the Perfecting Coupling Co. (now Dixon Quick Coupling). The acquisition of Dixon Quick Coupling also provided additional manufacturing and warehouse facilities; currently a 170,000-square-foot facility.

1993



RB Goodall passes away after 65 years with the company. His sons RL (president) and Douglas (vice president of operations) become the third generation to lead Dixon.

1994



Dixon purchases the Australian manufacturer Minsup. Now known as Dixon Asia Pacific, the company expands its product offering to include fire protection products and has grown to incorporate six locations across Australia.

1996



Left to Right: In process quality. A work center operator inspecting a fresh crimp prior to machining; Plasma Cutting of metal sheet stock -- the first step in producing crimp sleeves or ferrules; Gantry-style robotic machining centers equipped with simple and safe loading buffers. This allows one operator to tend multiple machines.

2003

Dixon continues its global expansion with the creation of Dixva, a distribution and sales operation in Monterrey, Mexico.

Also, Dixon expands into Germany and opens a sales and distribution facility in Troisdorf-Spich.

2004

The company creates Dixon Fire to serve the fire protection industry, with products such as adapters, connections, hoses, nozzles, racks and reels, Storz fittings, valves and wyes, wrenches and tools.

2005

Dixon launches *BOSS* magazine, a now three times a year custom publication exploring such topics as business, manufacturing, history, technology, culture, science and sports.

Dixon adds more brass fire hose fittings to its line with the acquisition of Powhatan. In April 2006, Dixon continues to fulfill its goal to provide quality products to the global community by opening a sales office in St. Petersburg, Russia. With the vast increase in product offerings has come a strategic decision to establish sales offices and distribution sites in locations all over the world.

In addition to Australia, Mexico and Russia, Dixon today has a presence in Europe, Central America, Asia and the Middle East.

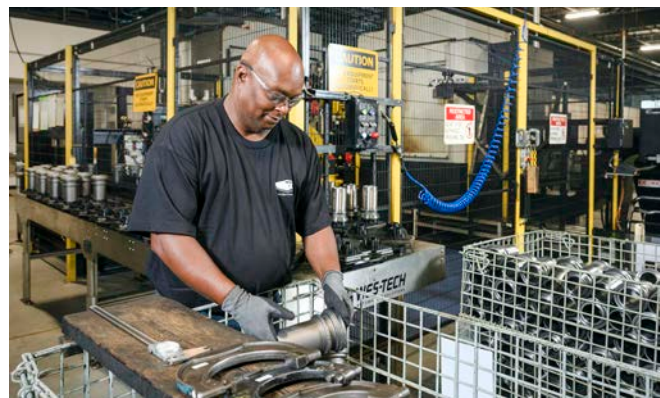
2006

Dixon also opens a sales and distribution facility in Singapore that year. The company opens sales and warehouse facilities in the Chinese city of Shanghai.

2008

Bob Grace becomes Dixon's president, with a reinforcement of the company's commitment to developing new products and focusing on North American manufacturing. This includes continuing to make the "core" products that served the company well over the years, while adding innovative new products for the industrial hose market.

2010



Left to Right: A highly skilled operator, "Training" and Calibrating a Robotic Arm during new part setup.; Cutting-edge, hands-on classroom experience is a staple at Dixon.

2014

Dixon introduces the Vent-Lock™ safety release cam and groove coupling. In addition, the Solutions On Site™ (SOS) Van is created to help customers.

Also that year, Dixon supplies LNG bunkering couplings to Harvey Gulf, owners of North America's first LNG-powered vessels.

2016

Dixon celebrates the centennial of the company's founding on March 21. The company continues to promote the ideal blend of core hose accessories and solutions-based engineered products, a strategy that effectively positions Dixon to be a world leader in fluid transfer solutions.

RL Goodall says the company will remain committed to the founding principles established by his grandfather in 1916, with a focus on providing quality products and service while remaining devoted to customers and Dixon employees.

2017

Dixon acquires Automated Design Services Inc. (ADS Controls), a manufacturer of the product brands Outalarm (portable level alarms), Spillguard (automatic high level shutdown systems) and Batchgard (automatic batch control systems). The acquisition expands Dixon's sensor technology to include capacitive and ultrasonic-type sensors.

On June 27, Dixon officially breaks ground on a highly automated, 150,000-square-foot distribution center in Chestertown.

Dixon acquires Eagle America (now Dixon Eagle), a bellows seal valve manufacturer for critical applications. That same year, the company opens its 12,000-square-foot Innovation Center, to better service its customers. To support their work, the center houses technologically advanced machine tools, testing equipment and computer-aided design using SolidWorks modeling and simulation.

In addition, the Innovation Center conducts training sessions for Dixon distributors and end-users in a large, interactive training facility suitable for serving groups up to 50 people.

Dixon acquires Northline Coupling Systems, absorbing it into the Dixon Fire product line.

Dixon opens a sales and distribution facility in France.

2011

2012

2013



Left to Right: Dixon's new campus features a 60,000-square-foot headquarters building; Dixon's new, state-of-the-art, 150,000-square-foot Distribution Center.

2018

Dixon begins construction of a new corporate business campus—headquarters, manufacturing and distributing buildings—at the northern tip of Chestertown.

2019

Taylor Goodall is named president of The Dixon Group, marking the company's fourth generation of family leadership. He is the great-grandson of the company's founder. His father, RL Goodall, is named chairman and CEO of The Dixon Group.

In June, Dixon Bayco moves into a 40,000-square-foot building in West Chester, Ohio.

In July, Dixon ships its first package from its new 150,000-square-foot distribution center in Chestertown. From this location, Dixon will oversee 20 offices across North America and 1,600 employees worldwide.

2021

Dixon opens its state-of-the-art manufacturing facility in Chestertown, which completes the initial phase of Dixon's corporate business campus. ●



HOMEGROWN & PROUDLY PATRIOTIC

A look at five American companies that continue to produce quality products while remaining true to the credo, 'Made in the USA.'

By Sarah Achenbach

American grit, resolve and ingenuity lie at the heart of the story of U.S. manufacturing, and of the stories of the individuals who built the companies and industries that continue to produce quality products on American soil.

That story is being rewritten today. “The stars could be aligning for U.S. manufacturing,” states a 2021 study by the global management consulting firm McKinsey & Co.

Although American manufacturing represents 8 percent of the U.S. workforce and 11 percent of the U.S. gross domestic product (according to the U.S. Bureau of Labor Statistics), it accounts for 35 percent of U.S. productivity growth and 55 percent of all patents.

McKinsey & Co. states to “a public- and private-sector resolve” to bolster what is considered an enduring and important pillar of the economy. “This momentum, combined with technology trends and market opportunities, offers a rare chance to change the existing trajectory—and give the United States a powerful driver for economic recovery, inclusive growth, resilience, and the capabilities of the future,” the report states.

That sense of determination and resourcefulness was certainly the driver for many of the country’s storied companies that continue their long legacies of “Made in the USA.” The following is but a sampling of those homegrown companies.

Right: The iconic Harley-Davidson motorcycle.
Below: William Harley's backyard shed in Milwaukee, the company's first "factory" (middle); William Harley and Arthur Davidson's boyhood friendship and ingenuity transformed American transportation and culture (bottom).



HARLEY-DAVIDSON MOTORCYCLES

It took one Harley and three Davidsons to capture the American spirit and revolutionize transportation.

William Harley and his neighbor, Arthur Davidson, loved bicycles. Both draftsmen, Harley had designed an internal combustion engine based on French specifications. He and Davidson created a motorcycle prototype in 1903 in Harley's backyard shed in Milwaukee. They brought on Arthur's brothers, machinist Walter Davidson and mechanic William Davidson, to complete the first-ever Harley-Davidson vehicle and America's first motorcycle.

By 1907, the quartet incorporated and began selling their product to police departments. Two years later, Harley perfected a two-cylinder engine—in 1998 he was inducted into the Motorcycle Hall of Fame—and Harley-Davidson soon expanded

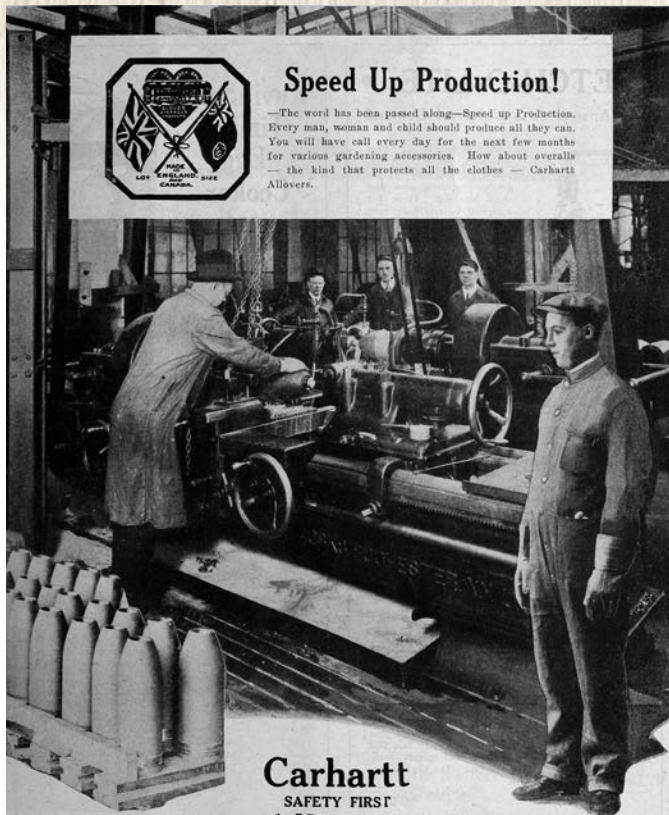
to the U.S. Postal Service and the military and exported their bikes to Japan. Of the 100-plus companies producing motorcycles at the time, only two—Harley-Davidson and Indian—survived the Great Depression.

Now a commonplace marketing strategy for motorcycle companies, Harley-Davidson's early motorcycle team performed daredevil stunts to drum up sales. Another innovation was publishing the first-ever catalog for a motor vehicle in 1906.

Over the decades, they manufactured motorcycle gear. Today, Harley-Davidson assembles its engines at the company's Wauwatosa, Wis., factory, while vehicles—including its first-ever fully electric bike, introduced in 2019—are assembled at a factory in York, Pa.

harley-davidson.com





CARHARTT

Using a pair of sewing machines powered in part by horses, Hamilton Carhartt began crafting bib overalls in 1889 for railroad workers.

Carhartt's unique approach to market research—he spoke directly to laborers for their input—grew his Detroit-based Hamilton Carhartt & Co.

Family owned since its founding and still headquartered in Dearborn, Mich., Carhartt continues to manufacture its most iconic brands in the U.S. based on the founding motto of “Honest value for an honest dollar.”

By the early 20th century, Carhartt had mills and sewing factories across the country and in Canada and England. During World War I, its facilities produced uniforms, and for World War II made coveralls for soldiers, jungle suits for Marines fighting in the Pacific and workwear for the women manning factories on the home front.

In the aftermath of the Sept. 11, 2001, terrorist attacks, Carhartt donated overalls to recovery and cleanup crews.

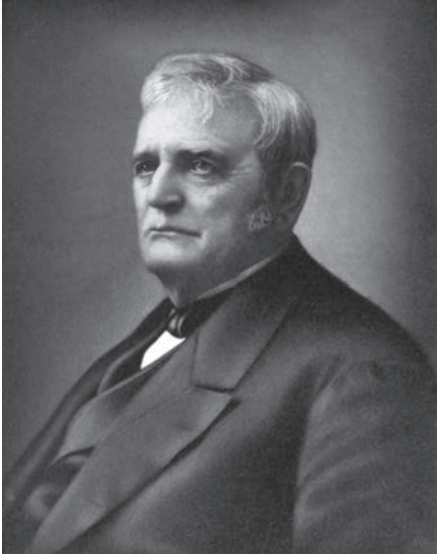
The Carhartt line today includes workwear and a streetwear. After hip-hop artists began favoring the Carhartt Chore Coat (originally introduced in 1917), Carhartt expanded to a licensing agreement, Carhartt Work In Progress, extending the brand beyond the workingman.

The now-global company is equally popular among welders, ranchers, construction workers and hunters, as it is with rappers and teen fashionistas. At the turn of this century, the residents of Talkeetna, Alaska, even hosted a “Carhartt Ball,” and the Alaska State Fair included a Carhartt fashion show for the brand popularized by Alaskan oil and gas workers.

carhartt.com



Hamilton Carhartt began creating well-crafted, hard-wearing clothes for the working man in 1889. Today, Carhartt is as ubiquitous in everyday fashion as it is on the factory floor, farms, and logging mills.



JOHN DEERE

No fewer than 196 music artists—mostly country—have written songs about a John Deere tractor.

“John Deere” green, the color of verdant rows of crops, is as familiar as fire engine red.

And the Deere & Co. logo—a yellow stag leaping on a green background—is the longest continuously used corporate logo of any Fortune 500 company.

It’s quite a legacy for America’s best-selling tractor brand and a company sparked by neighborly ingenuity. John Deere, a Vermont blacksmith transplanted to Illinois, saw how frustrated local farmers were with constantly scraping the prairie’s red clay off cast-iron plow blades. In 1837, using a broken steel blade, he forged a new, curvier design.

Soon, he was filling orders for his innovative steel plow. To keep up with demand, Deere shrewdly built more plows than would be ordered, a practice that went against the then “built-to-order” tradition. In a little over a decade, his company was producing 2,000 plows annually.

At the end of World War I, the company created its first tractors, the “Waterloo Boy” and the “John Deere,” adding industrial tractors in 1935. Another innovation, the Gator utility vehicle introduced in 1992, created a new customer market.

Four years ago, the company acquired the Wirtgen Group, the world’s largest manufacturer of road-building equipment, which transformed Deere & Co. into the largest single-source supplier in the construction industry. Today, the global company has 17 overseas factories but continues to manufacture most of its tractors in Iowa and Georgia.

deere.com



Blacksmith-turned-inventor and company founder John Deere (**top**); an early logo with the jumping stag (**middle**); Most John Deere tractors, utility vehicles, and road-building equipment have the company’s iconic green and yellow paint.



AMES

Ames tools have helped build America, from the Baltimore & Ohio and Union Pacific railroads to aiding pioneers who forged trails out West. Ames tools dug New York City's subway system and trenches by U.S. armies from the battlefields of the Civil War to the platoons in the Vietnam War. The Statue of Liberty, Mount Rushmore, the Hoover Dam and the Golden Gate Bridge were all built with Ames tools. And in 1984, the space shuttle *Discovery* traveled into orbit with a specially designed Ames lopper onboard.

The story of Capt. John Ames, who invented America's first metal shovel in 1774, is just as stirring. A blacksmith and gunsmith from Bridgewater, Mass., he began making metal shovels after Great Britain outlawed "nail and splitting mills" in the Colonies. He served as a captain, and later a major, in


the Revolutionary War. His descendants established two factories in Massachusetts, and the company's innovations transformed the tool industry with the invention of the handle-bending machine to create a more efficient shovel.

Today, Ames, headquartered in Camp Hill, Pa., with 10 facilities across the country, manufactures shovels, hoes, garden hoses and reels, and professional hand tools—"tree to tool since 1774," as the company states. The company takes the tree part very seriously. The wood, mostly northern ash or hickory, used by Ames for tool handles is milled at Ames mills in a U.S. Forestry verified-sustainable region of the Appalachian Mountains.


ames.com

935 B STREET, N. W., WASHINGTON, D. C. 39

Long Handle Shovels.




Short Handle Shovels.




PRICE — 65c., 95c.
Ames, \$1.10.

Short Handle Scoops.



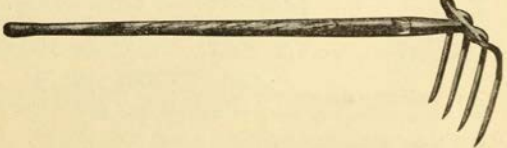
PRICE — 90 c.
and \$1.00.

Long and Short Handle Spades.



PRICE — 75c. and
90c. Ames, \$1.15.

Potato Hooks.



PRICE —
50c., 60c.
and 75c.



The simple, effective hand tool design by blacksmith, inventor, and patriot Capt. John Ames inspired a company that has helped to forge a nation.

REMINGTON

Eliphalet Remington II set out to build a better gun, but ended up founding a legendary firearms company.

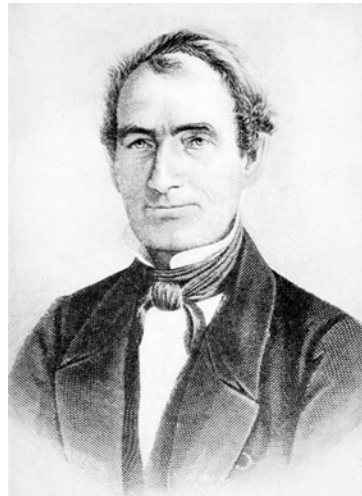
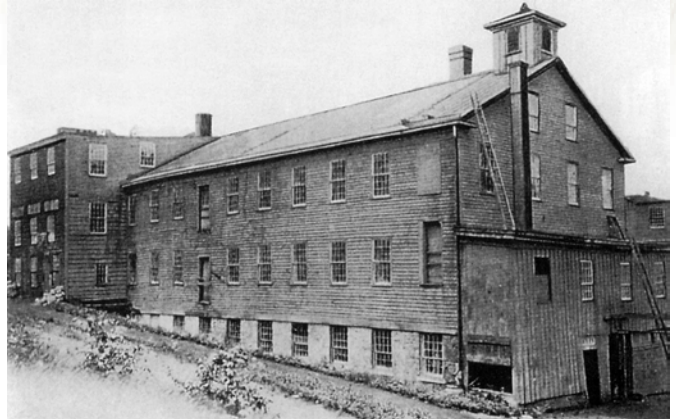
In 1816, Remington took his hand-forged flintlock rifle to a shooting match in Utica, N.Y. His rifle's second-place finish impressed contestants and spectators, and "before [he] left the shooting field, he was in the gun business," according to the company's website.

In 1828, Remington established a factory in Ilion Gulch, N.Y., along the newly created Erie Canal. The company forged ahead with numerous firsts, including the first hammerless solid breech repeating shotgun and first hammerless auto-loading shotgun. Its Model 700 and Model 870 are the best-selling firearms of all time. In 1873, Remington invented the world's first effective commercial typewriter.

By the turn of the 20th century, Remington acquired munitions companies and supplied half of the Allies' small-arms ammunition in World War I and II. In the 1920s, the company began manufacturing pocket and hunting knives, household utensils and cash registers, but ended its cutlery line during World War II to focus production on munitions and firearms.

In July of 2020, Remington Ammunition and Remington Arms became two separate companies, both proudly making firearms and munitions in the U.S. and continuing their founder's visionary goal. ●

remington.com
remarms.com



Eliphalet Remington II (*middle*) manufactured his hand-forged flintlock rifles and other guns at his Ilion Gulch, N.Y. (*above*), taking advantage of the then-new Erie Canal.

**REMINGTON'S
IMPROVED ARMY REVOLVER.**

Loaded and Shells thrown out without removing Cylinder.



8 in. Barrel. Weight, 2½ lbs. Full length, 13½ in.

46-100 Calibre.

PRICES. —	Blued	\$15.50
	Nickel plated frame	16.50
	Full nickel plated	17.00
EXTRA FOR	Ivory stocks	6.00
	Pearl stocks	20.00
	Engraving	5.00
	Extra cylinder	4.00
	Old Model, \$3.50 less.	

Five Shots.

Uses this Cartridge.



PRICE.	Long.	Short.
	\$3.00	\$2.40 per 100
	\$30.00	\$24.00 " 1,000

STILL MADE IN THE

The way we advertise our products may have changed over the years, but one thing has remained constant – genuine Dixon products are still manufactured to the highest quality standards in the United States of America... from 1916 until today. We hope you enjoy reading these curated circa 1940's vintage promotions.

You can get them in a hurry... from **DIXON**

**COUPLINGS
CLAMPS
NIPPLES
MENDERS
VALVES, Etc.**

"BOSS" COUPLINGS
Washer and Ground Joint Types

"BOSS" and "DIXON" AIR HAMMER COUPLINGS
Washer and Ground Joint Types

"DIX-LOCK" AIR HOSE COUPLING
Quick-Acting, Renewable Sleeve and Spring.

"AIR KING" COUPLING
Quick-Acting, Universal Type.

"KING" CLAMPS
Single and Double Bolt

"KING" COMBINATION NIPPLE
I. P. T. Nipple with shank for straight End Hose

"BOSS" AIR VALVES
Self-Honing

DIXON products are available for immediate delivery through mill supply houses, rubber manufacturers and jobbers in all sections of the country. You can depend not only upon adequate stocks of all items, but also upon the fullest cooperation from the standpoint of service.

If it's a DIXON product, it's dependable!

MAIN OFFICE AND FACTORY:
HARCOCK ST. AND COLUMBIA AVE.
PHILADELPHIA

DIXON
VALVE & COUPLING CO.

BRANCHES:
CHICAGO
BIRMINGHAM
LOS ANGELES
HOUSTON

Mill & Factory Magazine Ad

**"BOSS
TRI-DUPLEX"**
Rotary Hose Couplings

The Peak of Quality and Design

Leak-Proof
Blow-off-Proof
Seepage-Proof

DIXON
VALVE & COUPLING CO.
PHILADELPHIA

Product Brochure

You Can't Beat This Pair of "KINGS"... for Dependable Performance!

"KING" SHANK COUPLING

"KING" Shank Couplings give long, dependable service on suction and water hose, with maximum convenience in handling. Every care is exercised in their manufacture to insure absolute uniformity of quality, threading and dimensions. Swivel nuts, with pin lugs, are deeply recessed to hold washer in place when hose is disconnected. Made in regular and heavy patterns, 1/2" to 6" inclusive. Ask the salesman who calls on you for details.

"KING" COMBINATION NIPPLE

The "KING" is an iron pipe nipple with shank for straight end hose. It is much more convenient and economical to use in place of a standard iron pipe nipple, as it does not require oversize hose or hose with enlarged ends. Shank is spirally grooved for half its length, with zig-zag corrugations on other half—a design that insures greater gripping strength and a positive seal. Available in malleable iron (cadmium plated) in sizes 1/2" to 6", inclusive; steel, in sizes 1" to 4" inclusive.

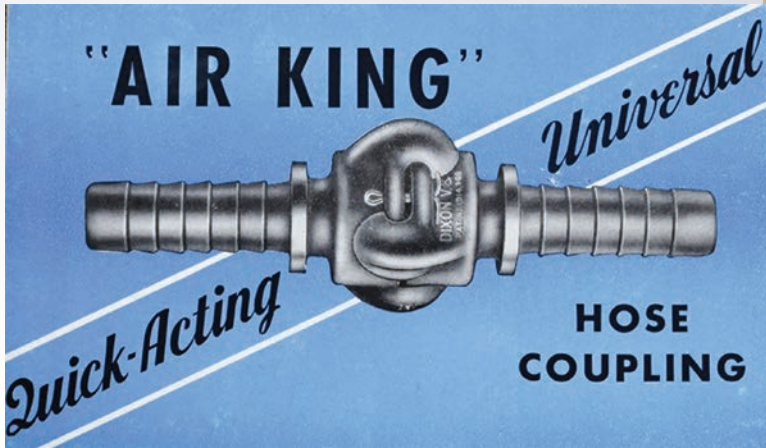
Stocked by Leading Rubber Manufacturers and Jobbers

DIXON
VALVE & COUPLING CO.

Main Office and Factory: Philadelphia, Pa.
BRANCHES: Chicago • Birmingham
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Roads and Streets Magazine Ad

USA!



Sales Pamphlet

Keep the Job **MOVING**
WITH QUICK - ACTING, UNIVERSAL TYPE



"AIR KING" HOSE COUPLINGS

Quickly connected by a slight "twist of the wrist", the "AIR KING" will save time and money on every job requiring frequent coupling and uncoupling of hose to maintain service. A further advantage is that the heads or locking ends may be securely fastened together, so they can't possibly come apart, by inserting nail, cotter-pin or wire through holes provided for this purpose. Locking couplings are identical for all sizes of hose and threaded ends, permitting the coupling of any two sizes of hose within hose end range of this coupling, or coupling to any pipe up to 1" by use of threaded connections. Sizes: Male and Female, 1/4" to 1". Hose Ends, 3/8" to 1".

Stocked by Leading Rubber Manufacturers and Jobbers

DIXON

VALVE & COUPLING CO.

MAIN OFFICE AND FACTORY:
PHILADELPHIA, PA.

BRANCHES:

CHICAGO • BIRMINGHAM • LOS ANGELES • HOUSTON

Newspaper Ad

IF IT'S A
DIXON
PRODUCT—IT'S *Dependable!*

"BOSS"
WASHER TYPE — STYLE W16 — FEMALE
HOSE COUPLINGS

"BOSS"
STYLE MX16 — MALE
HOSE COUPLINGS

Used with outstanding satisfaction and economy on steam, air and liquid hose for more than a quarter of a century. Designed for convenience in coupling and uncoupling, and to grip tight without damage to hose ends through application of sturdy malleable iron "BOSS" Interlocking Offset Clamp—the ultimate in clamping efficiency. Sizes: 1/4" to 4", inclusive.

Made from the same high quality materials and incorporating the same principles of design as the "BOSS" female coupling, at left. Used in preference to iron pipe nipples because they do not require oversize hose or hose with enlarged ends. Efficient "BOSS" Interlocking Offset Clamp eliminates risk of blow-offs or straight line leaks. Sizes: 1/4" to 4", inclusive.

For Washerless Female Couplings, specify "GJ-BOSS" Ground Joint Type, Style X-34.

Carried by Manufacturers and Jobbers of Mechanical Rubber Goods.

DIXON

VALVE & COUPLING CO.

MAIN OFFICE and FACTORY: PHILADELPHIA, PA.

BRANCHES: CHICAGO • BIRMINGHAM • LOS ANGELES • HOUSTON

Contractors
& Engineers
Monthly
Magazine Ad



Sales Pamphlet



DIXON'S VALUE PROPOSITION

BY SCOTT JONES

There's a sign hanging at my local barbershop reading, "We give three kinds of haircuts here: good, fast and cheap. If it is fast and cheap, it won't be good. If it is good and cheap, it won't be fast. And if it is good and fast, it won't be cheap."

At first, the sign made me chuckle. But as I re-read it, it made me think. Good, fast and cheap are words that represent a company's value proposition. In its basic form, a value proposition is centered on price (cheap), quality (good) or service (fast).

The sign carries an important message—you cannot be all things to all people. And those who claim to deliver the highest quality with the best service at the lowest price should be scrutinized. As we all know, if it sounds too good to be true, it usually is.

But it is possible to pursue two of the three components of a value proposition. It may be nearly impossible to combine the highest quality with the lowest price, but some companies have been able to combine unique strengths in the combination of service and price, or service and quality.

I have personal experience with becoming an advocate for a company after a memorable customer service experience. My wife, Deeann, and I are parents of quadruplets. When Dee was close to giving birth, we wrote to many major companies that supply baby products. We were advised they may offer discounts or coupons for their products (we knew every bit would help!).

Gerber sent us a letter back, congratulating us on our upcoming big day and asked if we would send them copies of our babies' birth certificates once they were

born. We assumed Gerber wanted to make sure we were not misrepresenting ourselves, so we took the step and sent them the copies.

About three weeks later, we received a box from Gerber filled with coupons for free jars of baby food! It was very generous of them. But beneath the stack of coupons were four smaller boxes, each one containing a silver spoon. When we opened those boxes, we realized each spoon was engraved with our child's name and birth date.

Gerber found a way to personalize our customer service experience. We were so touched that we made sure we supported Gerber's baby products, not just food but other accessories sold by Gerber.

As a North American manufacturer of industrial fluid-handling products, Dixon's value proposition originated with quality. For 105 years, our brand has been synonymous with the high-performing products that our customers rely on to get the job done.

However, simply making great products is no guarantee of a company's success. We committed to an improved model at Dixon back in the 1980s that changed our position in the market and led to robust growth for our company. We added many additional accessory products to our core manufactured items.

We enhanced our service model by increasing inventory and adding distribution centers around the country and the world with the goal of next-day service to most customers. Manufacturer's reps were replaced by direct sales team members. And by the early 2000s, we formalized our value proposition to our customers.

- ✓ **OUR VALUE PROPOSITION**
Dixon is committed to delighting our customers by being the easiest company they do business with every day.
- ✓ **SERVICE**
Customer service that supports our customers before, during and after the sale.
- ✓ **QUALITY MANUFACTURING**
Innovative manufacturing that continues to build the Dixon brand recognized by our customers as “The Quality Line.”
- ✓ **PRODUCT MIX**
A broad product offering that provides our customers with market-based solutions supported by extensive customer training.

Why do our customers buy from us? When we ask them through annual surveys, we hear a common theme: “We wish all of our suppliers were as easy to do business with as Dixon.” Easy is the keyword.

Dixon customers buy because we are known as

“The Quality Line” by end-user customers, and often requested by name or Dixon part number. Distributor customers often buy because of our same-day shipping, next-day delivery, and friendly and knowledgeable customer service support.

We try to make it easy for them. We emphasize the things that make us unique, including the product mix that allows customers the one-stop-shop convenience of ordering from a single supplier.

Customers don’t buy from companies because of the words on a value proposition statement. It’s the actions that matter. Delivering high-quality, high-performing products consistently is not easy.

Making it “easy” for your customers to do business with you is often anything but “easy” to execute. The best advice I can give is to listen. Listen to your customers every day, with the intention to understand from their perspective what is important to them. And then passionately pursue a strategy that is wrapped around your customers’ best interests.

And do not forget the lesson learned from that sign hanging at my barbershop! ●

Scott Jones is vice president of sales

Locking five-cam design provides easy alignment and tight connection

5500-Series API Coupler

Meeting API RP1004 standards these reliable couplers are designed to exceed the harsh environmental conditions often found at loading terminals.

- Application: petroleum bottom loading terminals
- Size: 4" API TTMA
- Fully interlocked collar prevents fitting from opening when disconnected and from being disconnected while opened
- Modular design allows various face seal combinations to be compatible with different alternative fuels, performance levels, and applications
- No special tools needed for maintenance
- Seal Options: FKM-B, FKM-GFLT, Fluorosilicone, Baylast™, and FFKM



The Right Connection®



For more information

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DIXON MANUFACTURING LOCATIONS

Dixon Headquarters: Chestertown, Maryland



Distribution Center: Chestertown, Maryland



Dixon Boss: Chestertown, Maryland



Dixon Brass: Westmont, Illinois



Distribution Center and Manufacturing: Houston, TX



Dixon Specialty Products: Chestertown Maryland



Dixon Quick Coupling: Dallas, North Carolina



Dixon Bayco: West Chester, Ohio



Dixon Sanitary: Pewaukee, Wisconsin



Hydrasearch: Stevensville, Maryland



Bearon Manufacturing: Landisville, Pennsylvania



Dixon Group Canada Ltd: Winnipeg, MB, Canada

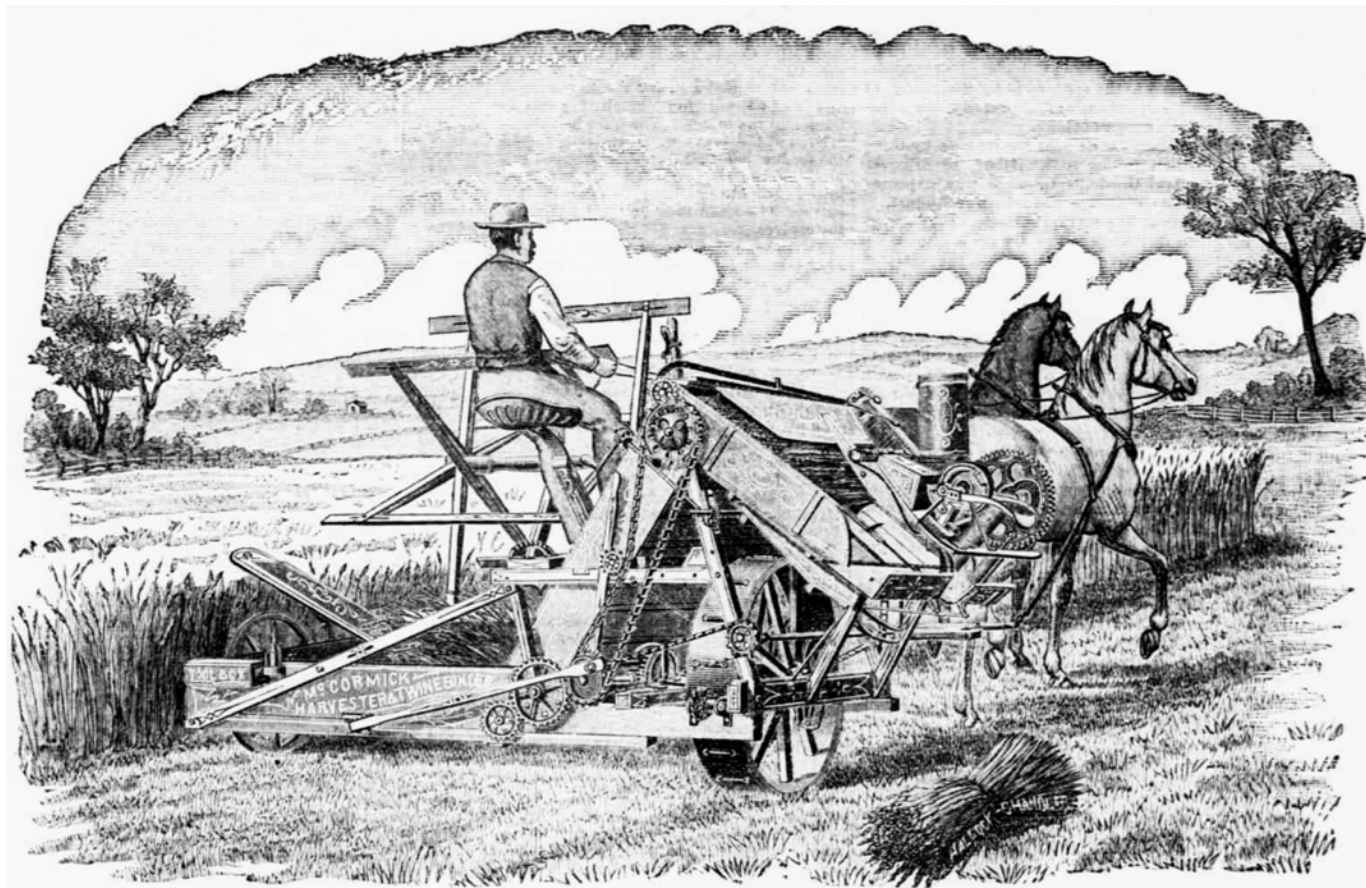


Buck Foundry: Quarryville, Pennsylvania



The Right Connection®

REAPING WHAT YOU SOW



CYRUS MCCORMICK'S MECHANICAL REAPER TRANSFORMED THE WORLD OF AGRICULTURE.

BY SIMONE ELLIN

The next time you sit down to enjoy a bowl of Wheaties or a plate of spaghetti, take a moment to thank Cyrus Hall McCormick.

Two centuries after McCormick was credited with inventing the mechanical reaper—a machine that cuts grain at harvest time—the agricultural industry is still “reaping” the benefits of his revolutionary innovation.

Born in 1809 on Walnut Grove, a large family farm and estate in Rockbridge County, Va., McCormick was the eldest son of Robert McCormick Jr., a prosperous farmer, blacksmith and inventor, and Mary Ann “Polly” Hall McCormick.

Shortly after the birth of his son, Robert McCormick Jr. began working on the invention of the reaper with Jo Anderson, a slave owned by the family. For more than two decades, they were unsuccessful. By 1831, the project was turned over to 22-year-old Cyrus McCormick, who with Anderson continued to tinker with the proposed invention. That year, McCormick held a successful demonstration of his reaper in Steeles Tavern, Va.



Still, he wasn't the only inventor trying to perfect his own version of the reaper. Other inventors, especially a rival named Obed Hussey, were hot on his trail. Facing competition from Hussey and others, Cyrus patented his improved reaper in 1834.

At that time, McCormick's reaper operated as a two-wheeled, horse-drawn vehicle that used a vibrating knife; a rotating reel that drew the wheat toward the knife; a divider that separated standing and cut grain; and a platform that caught and carried the wheat after being cut. Today's reaper, although fully mechanized, employs the same basic concepts as McCormick's original design.

The reaper was a game-changer for the 19th-century agricultural industry, enabling farmers to harvest more crops with less labor and in less time.

In 1836, Cyrus McCormick and his father purchased an ironworks factory. Due to the "Panic of 1837," the purchase bankrupted them. It took seven years for the McCormicks to emerge from insolvency.

Meanwhile, the younger McCormick continued to work on the reaper, moving the machine's manufacturing to a big factory in Brockport, N.Y., to increase production. After visiting the Midwest in the 1840s, McCormick decided to relocate his operations there. He believed that region, with its superior water transportation and railroad system, would be better for business.

The decision was fortuitous. In 1847, he and his brother, Leander James McCormick, opened

Continued on next page

Premium Features Without The Premium Price

MB100-Series Centrifugal Pump

Designed for easy maintenance, quick adjustability, and superior performance.

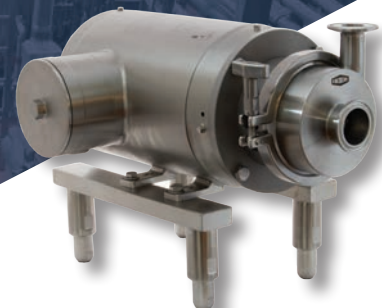
- Applications:
 - Food, beverage, and dairy processing
 - Optimized for wineries, breweries and distilleries
- Sizes:
 - Inlet dimension: 1-1/2"
 - Outlet dimension: 1"
- Clamp casing allows for multiple outlet position adjustments
- Silicon carbide stationary seal for improved performance
- Materials:
 - Product contact surfaces 316L stainless steel with FKM or EPDM elastomers
 - Non-product contact surfaces 304 stainless steel

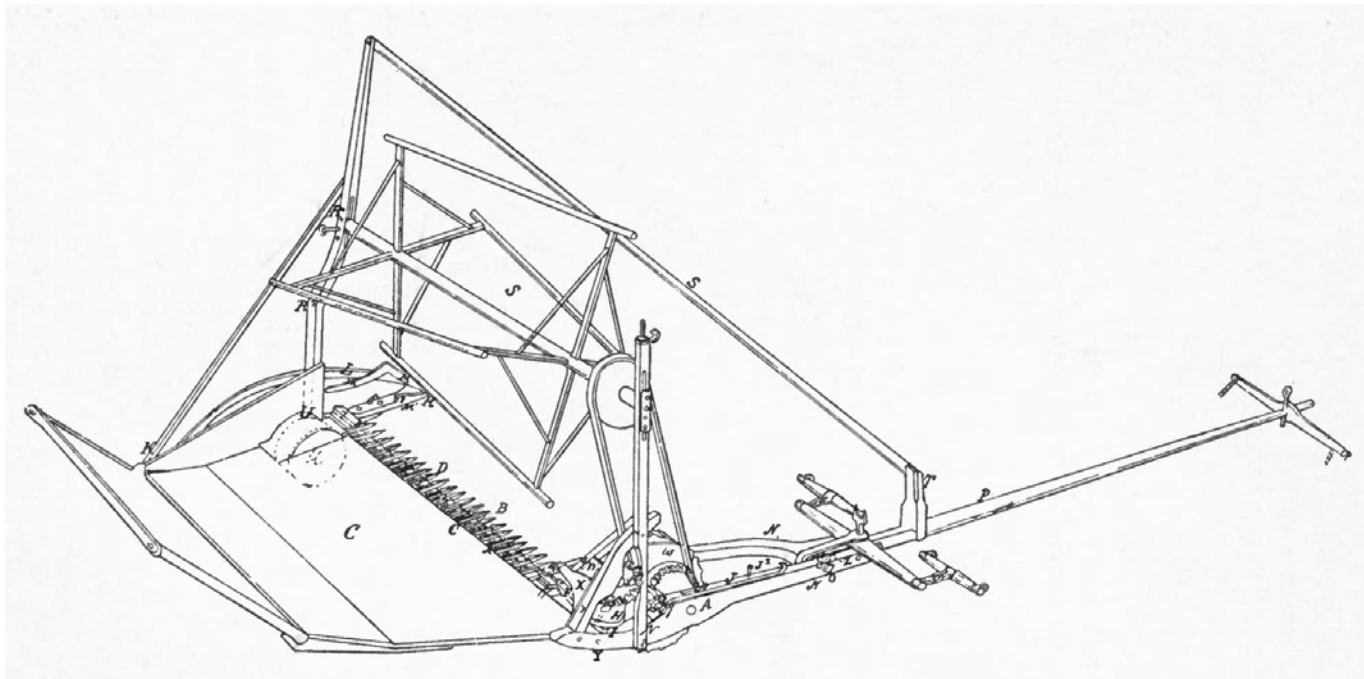
For more information

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dixonvalve.com



The Right Connection®





Cyrus McCormick's reaper design from 1845.

a Chicago factory later called the McCormick Harvesting Machine Co. The company had the capability to manufacture hundreds—and eventually thousands—of reapers.

McCormick introduced new improvements every year, and by 1857 production increased to 23,000 reapers annually. McCormick also grew his business by purchasing patents and other agricultural companies that manufactured farming implements, such as harvesters and mowers. These business acquisitions helped the McCormick Harvesting Machine Co. become the most successful farm equipment manufacturer in the country. By 1858, its assets were valued at more than \$1 million (\$33,293,049 in today's value).

In addition to inventing the first operational reaper, McCormick was one of the first industrialists to use contemporary business techniques such as advertising, warranties, money-back guarantees, sales demonstrations and installment payment plans. These techniques greatly contributed to the success of his company.

In 1859, he formed C.H. McCormick & Bros. with his brothers, William and Leander. A dozen years later, the Great Chicago Fire destroyed the company's factory. With his wife Nettie's encouragement, McCormick rebuilt the factory and focused his energy on securing new business in countries like

Russia and New Zealand. McCormick and his wife also became philanthropists, opening the McCormick Theological Seminary in Chicago, donating funds to help evangelist Dwight L. Moody start the YMCA and to Tusculum College in Tennessee. McCormick also bought the *Chicago Tribune* and *Chicago Times-Herald* newspapers, as well as the *Continent*, a Presbyterian publication. He used the newspapers as platforms to express his political views.

After McCormick died on May 13, 1884, his son, Cyrus Jr., took over the company. It remained the country's leading manufacturer of agricultural equipment until the 1890s when it was equaled by Deering Harvester Co. The two merged with several rivals in 1902 to become International Harvester Co.

McCormick viewed the invention of the reaper, a machine that helped prevent food insecurity around the world, as his Christian duty. Jo Anderson received belated credit for his role in the invention, but never benefited from its sales.

According to the *News Leader*, a community newspaper in Virginia, "Jo Anderson was freed by McCormick sometime before the Civil War, but since he could not live as a free man in Virginia, he remained at Walnut Grove and was hired out to neighbors for about \$60 per year—which McCormick reportedly paid back to him until his death sometime after 1888." ●



The Right Connection®

No torquing, no tools;
just clamp and go!

13SCC-Series Clever Clamp™

Consistent, Controlled Compression - Every Time

Application

- Can be installed anywhere a traditional tri-clamp is used

Sizes

- 1-1/2", 2", and 3"

Features

- Consistent compression of the gasket with every use:
 - No concern for damage to gasket from overcompression or creating internal bacteria traps from over or under compression
 - ASME BPE capable
- Adjustable for both rubber and PTFE gasket styles
- Fast installation, no torquing tools required
- Threadless design, eliminates risk of damaged threads leading to improper tightening of wingnut
- Lockout ready design - aligned holes in clamp body make cable locking fast and easy
- Self-locking lever and color-coding options available

Material

- 304 stainless steel



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