

Episode 71

📅 Wed, May 08, 2024 9:00AM ● 55:53

SUMMARY KEYWORDS

manufacturing, small town economic development, Ohio manufacturing, OEM suppliers, packaging industry, food and beverage manufacturing, Honda supply chain, automotive assembly, Tier 1 suppliers, private label manufacturing, Crown Equipment, New Bremen, CNC machine tools, EV battery transition, In The News

SPEAKERS

Jason Duff, David Deagle, Ethan DeLeon

D **David Deagle** 00:00

I mean, there is components and distributed products that are supporting people in those neighborhoods, and those people then take that money into their small towns and their uptown main streets and buy products.

E **Ethan DeLeon** 00:19

Welcome to the Small Nation Podcast, brought to you by Coverlink Insurance, where people are more important than policies. On this show, we unpack lessons from entrepreneurs to break down development strategies and do deep dives on small town success. Our goal is to provide value to our listeners by hosting conversations that teach, inform, and inspire. Hey everyone, my name is Ethan DeLeon, and I'm here in the studio with the founder and CEO of Small Nation, Jason Duff. Today we're excited to be talking to the principal and founder of Tier One Advisory and the market development manager of Elmco Industrial Services, David Diegel. David, welcome.

D **David Deagle** 00:55

Thank you, thank you. Great to be here with you guys.

J **Jason Duff** 00:57

David, great to have you on the show. All those titles, you have to say that 5 times fast. Yeah, I stumble about every week, so I'm trying to get better at it. Well, I'm so excited to have Dave in the studio today. We have met and hung out a few times, and every time I, you know, if I get lucky at a networking event and I get sat next to him, the osmosis of his knowledge and life experience like makes me a better person. So just excited for our listeners to get to meet you today, Dave.

D **David Deagle** 01:26

Oh, good. Well, I'm excited to talk to you about it.

J**Jason Duff** 01:29

So, well, we, we have a lot of things that as we were discussing this episode that are overlap. But, you know, the thing that I'm excited to talk about is the topic of manufacturing and innovation in manufacturing. And I'd like to hear a little bit. I know that your family has some DNA in a small town and that kind of took you to where you're at today. Can you tell us a little bit about that?

D**David Deagle** 01:54

Yeah, absolutely. Uh, yeah, my dad is from Versailles, Ohio, um, which is not too far from here. It's in, uh, western Ohio, west central Ohio, over in, uh, Darke County. And, uh, he spent a lot of his time kind of down towards, uh, Troy and, uh, the Dayton area with, uh, kind of growing up between, uh, his small town in Versailles and all the other ones around there. And before he went into the military, and so my whole life I commuted, you know, from where I pretty much grew up, up in the central Ohio region, over to Versailles and spent a lot of time there during the summers and the winters, you know, with family. And if you know about that area, Poultry Days, the—

J**Jason Duff** 02:37

Oh, the Poultry Days.

D**David Deagle** 02:38

The big— yeah, I mean, every small town, right, has a nice event, festival. And that was a huge festival. I mean, it's got to be one of the biggest poultry festivals in the country, or at least in Ohio. And that was a great baptism into what the reality of it was like living for the 2 weeks that I had in the summer to be able to be there. And just with my dad's— growing up with my dad, my uncle, and my aunt's stories about being a part of Versailles and being a part of the community. And then I grew up with being a part of those people's family during that time.

J**Jason Duff** 03:14

Well, and you and I were discussing that real estate is a big part of reshaping a lot of our towns and communities and and Columbus, Ohio, and the Columbus area has been your home. Can you share a little bit about the background of your family and how they worked to reshape Columbus?

D**David Deagle** 03:29

Yeah, absolutely. The, the, my uncle is Jim Deagle, and Jim and Frank Cass and Jack Lux developed a company called Continental Building Systems.

J**Jason Duff** 03:40

And just not a small company. Those names are, as we think about the, the legacy and the leaders who have shaped the Columbus real estate scene. Those are the names 50 years ago that did it.

D**David Deagle** 03:55

Yeah, '60s through the mid-'60s through all the '70s and the mid-late '80s. Because Candlelight Homes was a home builder that my uncle owned and worked at. My dad worked for my uncle through that company, which involved Bob Yoakam and Bob Taggart also, which you may have hear those names. Yoakam is now Rockford Homes and builds throughout Ohio. And, but my Uncle Jim was, was deep involved with all different types of developments around there. Mr. Lux, I think, was really the principal in developing and seeing the vision of the Short North, of what the Short North has been over the last 20 years and what it is now. Yeah, he is the Jason Duff of the Short North. Yeah, he bought all those buildings and said, we are going to create something.

J**Jason Duff** 04:45

Yeah. Cast the vision.

D**David Deagle** 04:46

And yeah, that's not what it was when I grew up in the '80s and early '90s and what it is now and what it's developed into. But, but yeah, so, but I'm the only Deagle that really didn't get into construction. I, I grew up in it and I grew up, you know, I learned to drive a Bobcat by the time I was 11 years old, you know. Yeah. Backfilling crawl spaces and things like that and cleaning out, you know, facilities, whether it was commercial buildings on the continental side, You know, their headquarters used to be right on Morse Road, and it was— that was when Morse Road in the Northland area was popping. You know, it was pre-Polaris, pre-Easton. Yeah. And that's where all the activity was around in that area. And that's where even Candlelight Homes, you know, Uncle Jim's homebuilding company, they built most of those homes around Northland and around Northland High School, around Tamarack Circle, and a lot of the old Westerville area is what they built back in that time. So anyways, I grew up, you know, being seeing, you know, a kid learning, uh, estimating, learning process of putting things together like that. However, didn't get into that. You know, I ended up after my senior year of high school moving to Florida and getting with a manufacturer that was in a kind of unique setting. And I think you may have had a few of their products.

J**Jason Duff** 06:07

I had a light bulb go off today. Like, he was just kind of browsing over his experience and we were talking and I'm like, he's like, well, we would take news articles, and the news articles that were there, we would actually create plaques out of them. And I immediately said, you mean In The News? And you're like, yeah, I had a history with them. You're like one of the first employees, right?

D**David Deagle** 06:27

Yeah, I had a history with that. I think it was the 7th employee, uh, within The News in 1989. And, uh, just by the grace of God, I— when I moved to Florida, uh, uh, because of what is now my beautiful wife of 35 years—

J**Jason Duff** 06:40

smart move, by the way—

D**David Deagle** 06:41

yeah, so I, I went down there to be with her, and, uh, Didn't really know what I wanted to do, but I knew that there was a goal. And I stepped into this position with this company that had this great idea to take magazine articles when you're featured in any magazine or newspaper and make a beautiful wall plaque out of it that's preserved with a little engraving on it. Yeah. Like, hey, people would buy these, right? Right. You know, and it's one of those mindsets of like, wow, why wouldn't I buy this? Then you tell them, you're like, hey, you know, you can buy this for \$59 or something like that. And the funny story behind that whole thing whole thing was, is that they tried to sell them for \$59 to \$89 apiece for a wall hanging, you know, for something like that. Nobody would buy it. So they raised the price, they tripled the price of it, and everybody bought it.

J**Jason Duff** 07:28

Really? The perceived value, right? It's like, you know, that there's a lot of learning lessons in that. And I think it's an awesome business. And there's probably a lot of our listeners that have been featured in their local newspaper, or their trade journal, or let alone like Forbes magazine, right? Like being able to get a reprint of that that you can hang in your office or in your lobby, like it's great marketing. It builds credibility, recognition. And the old school way of doing that, you had to cut the article out. You had to hope you could find someone locally that would frame it. And if the sun blared on it or anything else, it may fade away. So what a cool chance to be involved in like shaping that as an industry. And they're a big company today, much bigger company. Yeah.

D**David Deagle** 08:14

So they bought— they've sold a couple of times. I think a VC firm may be part of them now. Again, I don't know the depth steps of it, but I knew, again, we were right in Tampa. We started in a 1,200-square-foot, you know, rented strip thing, and then we built our own building. And I left them and I came back, and they're very flexible, great people. Just again, I owe my whole career, you know, to a couple people, including the team at In The News in Tampa. And anyways, just that whole thing, you know, being said, that was the confidence you needed on doing that. You know, I was mentioning earlier, you know, I didn't know what I couldn't do with that because nobody else was doing that business. And one time I actually got Michael Eisner, the CEO of Disney, on the phone with me. Wow. And I'm trying to sell the richest guys in the country.

J**Jason Duff** 09:06

It's America. So how do you get his phone number? Like at that time, what was your creative way to like get Michael Eisner on the phone?

D**David Deagle** 09:13

Yeah. So, well, here was the, here was the blessing. And anybody, any entrepreneur out there thinking about company names or positions, company names are important.. And when these guys decided that the company name was going to be in the news, it creates a need for somebody to call you back or to take your call. Right. You know, you build a sense of urgency into that. And anyways, it worked out really good. This was 1990, I think. I mean, right after— I mean, I was— I was 1990, I was 21. And, you know, we had— there was an article, I think. Here's what's hilarious. It was an article in Surfing Magazine about the water park in Orlando's Disney World, and I can't remember what the name of it was. Typhoon Lagoon.

J**Jason Duff** 09:58

Typhoon Lagoon. I remember Typhoon Lagoon.

D**David Deagle** 10:01

Yeah. So I wanted to see if he wanted a wall plaque of this beautiful article they did in Surfing Magazine because they did the first surfing contest, you know, not in, not in the natural ocean. And anyways, he answers the phone and he was so polite and he's like, let me refer you to my director of marketing over that business division. Yeah. And thank you, Mr. Deagle.

J**Jason Duff** 10:20

Yeah, that's good.

D**David Deagle** 10:21

It's like, and I literally didn't know till like 6 or 7 years later, like the position or that influence that, that, that guy had. But, but that, that also gave me— so they were a manufacturer. That job also gave me the awareness of manufacturing in a bigger sense. And that's back here in my home in Ohio. And Florida was a temporary thing, even though I lived there a couple of times. But during that time also at that company, a lot of my, a lot of my efforts were in the packaging industry. In the packaging industry, there was a lot of commercial packaging-related and automation stuff that were featured in a lot of these magazines and, and associations. And I was selling everybody these plaques of these things in that industry. And then I started digging into this industry and going like, wow, Packaging is a pretty big industry. Everything I've ever bought is in a package.

J**Jason Duff** 11:22

Is in a package.

D**David Deagle** 11:23

And then as I mentioned before, you know, one day in 1993 in Florida, one of the grocery stores is called Publix. You know, it's like our Kroger or Meijer or IGA or whatever we have up here. And I'm looking down an aisle and I go, wow, I am not looking at food. I am looking at packaging. Yeah, this is the most incredible. Epiphany anybody's ever had. So I call that my packaging epiphany because literally on that day is when I changed my whole mindset to say, okay, I want to get in the manufacturing industry, I want to get into the packaging industry. And by the way, the packaging industry just isn't food, beverage, pharmaceutical, nutraceutical. It's industrial products and a lot of different things, you know, to do with protecting, corrosion control, padding, getting it from supplier A to B to assembly and all this stuff. And, and So throughout my career, I've been, you know, from that point in 1990 into 1994 is when I approached an OEM about joining them. And I literally, I just, I just bought my first house. My wife, we were, we just got found out we were pregnant with our first kid. And I go to this and I'm killing it at that in the news job, making good money for a 23-year-old at that time. And I go to this other job and this guy's like, We're going to hire you and half the salary. But I knew I had to do it. I couldn't get a piece of In the News at that time, and I knew I wanted to get into a career career. And so best decision I ever made. And that career change on that day in that, you know, accepting that job for half the money I was making, the sacrifice paid off because I feel like I haven't worked a day in my life, you know, since that. And that whole thing has turned to where I've been able to work in packaging automation, in food, beverage, industrial products, distributed products, and all that, and along other lines, along CNC machine tools, fabrication equipment, in both European, Asian, and American companies, and kind of see how that whole thing is, has, you know, really, really comes together for manufacturers that need products and services to make things happen. Yeah. To make us all be able to buy what we want to buy from everything we're looking at on this desk to your vehicle, to your home, to every food and beverage item that you see at the grocery store.

J**Jason Duff** 13:54

Yeah. You mentioned a term, and on the podcast, I kind of want to just, you know, simplify some of these terms that maybe our listeners may not be familiar with. And I'm sure it's not the last one we'll come—we'll say this. So what is an OEM?

D**David Deagle** 14:06

So an OEM is an original equipment manufacturer. So an original equipment manufacturer is the maker of an assembled product. So the assembled product can be a simple machine or it can be a very complicated machine. That machine may have a lot of components in it that that OEM makes themselves in their fab shop or their machine shop or their electronics assembly shop, or it may have components that another manufacturer, even another OEM, may make and that incorporates into that. Yeah. So there's small machines and there's large— there's machines of every size. There's nano machines that can go in your body now.

J**Jason Duff** 14:47

Right. Crazy. Yeah. And I think, you know, we're excited about, you know, talking about this. And obviously all of this stuff that we're talking about has an implication on economic development and we'll get there. But, you know, I, Part of our initial conversation was me thinking about, okay, you know, there's a, there's a major manufacturer in our local area. We use Honda a lot as an example in this area, but it's not just Honda, right? Like, we know them. Honda makes cars. Everyone knows that. But we start thinking about all these suppliers and all these things that, that feed into Honda. So I'm excited to see, you know, this is why we wanted to talk about this a little bit today. So, yeah, I think Ohio has a great a great sample of those kind of manufacturers, but, uh, which were really one of the best in the country. I think, yeah, Ohio in terms of exports with GDP is, you know, in the top 10, maybe sometimes even the top 6. Like, I know it bounces back and forth, but yeah, there—

D**David Deagle** 15:46

and last year I think our, our, uh, uh, our GDP may have been third. I mean, behind California and Texas. So which—

J**Jason Duff** 15:54

why that really matters, um, you know, from the, the macro level is You know, if you're creating things and you're building things in your region or your community, and then someone else out of your, your city, your county, your state is buying it, you're bringing capital dollars in, and your productivity is actually generating wealth, right? It's generating investment and wealth. And, you know, when we have worked in a lot of towns and communities, there at some point in the town's history, it might have had a company —yeah—that employed a lot of people and they built things and there was a lot of pride and a lot of reinvestment. And there are some cases where those communities have lost that company town business, and it is devastating. And then on the flip side of that, there have been some companies and communities that have kept manufacturing as a part of their culture and DNA, and they're thriving today because of that. And Ohio is one of the best places in the country for manufacturers.

D**David Deagle** 16:56

Why is that? Logistics is one. A lot of it's history, though. I mean, I think logistics back in the day, whenever you want to take back in the day, I mean, Ohio has been a big manufacturer, you know, significant for several hundred years. But our logistics is, you know, kind of a sexy spot right in the middle of, you know, being close to the east, being close to the far Midwest and the Plains, and then having, you know, quick, quick access to the south, you know, to where the south really— I mean, literally up until even when I started my career, I mean, in the late '80s, the south was nothing like it is now. But, you know, the, the abilities that Georgia has put together, Alabama and Tennessee mostly, and even Florida and, and all of these areas have small towns. Most of the manufacturing in the south Take Honda, you know, their facilities. Yes, they're there. I think, believe they're in the Huntsville general area. But when you take the size of Huntsville, I mean, it's maybe more the size of Dayton, not of Columbus or Cleveland or Cincinnati. Right. You know, it's bigger, probably maybe a little bit bigger than Fort Wayne, you know, closer areas in that. But yeah, it's— that is significant. But the small towns around that are affected because it's not just the Honda plant. You know, it's not just that. It's all the Tier 1, the Tier 2, and the Tier 3 suppliers that are providing the products and the services to that plant. Right. Because really, an automotive plant in general, it's— I'm not going to say it's not a manufacturing plant. It's definitely a manufacturing plant, but it is an assembly plant. And there's a lot of differences in that. Take here in our local area, again, completely blessed, you know, in this neck of the woods because we've got the huge assembly facility, right? And if we want to call that Marysville. Yeah, sure. Indian County. Yeah. And in that area with the East Liberty plant too, we got two plants here. We've got the transmissions all being made at Indian Lake, Russell's Point. And then we've got all the engines being made in Anna, which is only 25 minutes from here. From, from up there, I should say, up, up the road, maybe half an hour from— Right. It's close. Yeah. Yeah. So, and but each one of those plants has an unbelievable amount of supply chain that is also being filtered down through all these other manufacturers in the region and other suppliers, distributors, manufacturers, reps, you know, subject matter experts and service companies that are doing work every day, you know, within those plants. So there is a huge economic develop— or economic impact to every city within really 30 to 40 miles of those hubs of manufacturing. And, you know, here in this neck of the woods, we've got a lot of cities that can be impacted, you know, including obviously Bellefontaine. Right. You know, I mean, there is a lot of people, I think that, you know, I just can't imagine if somebody did not get Honda to this area, you know, that's not in our world, right? I mean, we don't have to.

J**Jason Duff** 20:13

Yeah, I think it really opened my eyes my eyes when in college I was working at a grocery store and I would, you know, transfer to this area. My parents live in this area, so over the summers I would work here. But, you know, you could tell when the shift changes at Honda, you know, everyone comes in in their Honda uniforms and everything like that. And you can tell when people are getting off or they're about to start the jobs or they get their paycheck. It's like, yeah, yeah, it's a huge population. That's just the people in uniform, not to mention like what you're talking about, all the supplying manufacturers, you know, uh, that are feeding all these huge, you know, plants that we see everywhere. So I think, yeah, and to your comment earlier, you said like, this is small towns everywhere, right? Like Ohio's got a really good population of these manufacturers, but like, you know, small towns make up the United States. You know, I feel like we talk about that a lot here on the podcast. And, you know, why manufacturing matters is because it's like, it's feeding all of us, you know? So I don't know, just, it was really cool when we started talking about some of this stuff. But I know you've worked a lot in the— around the state of Ohio, around the U.S., but especially here in Ohio. Just off the top of your head, what are some of those, you know, maybe big manufacturers with, you know, I'm sure it's just the tip of the iceberg, you know, with all the places that support these manufacturers. But like just in Ohio alone, can you maybe list off just a few that you know of in small towns?

D**David Deagle** 21:36

Yeah, absolutely. The nice thing is Ohio is kind of broken into 4 economic development, industrial economic development corridors. And Northeast Ohio is booming. I'll put it in the booming category. That's my own personal one. That's not official. Henceforth known as booming. Just what I see from a, you know, from a buying perspective of capital equipment of supplies and of discussions around things. And just to take, for example, you know, not too far from here, you've got Crown Equipment. Yep. New Bremen. In New Bremen, Ohio. Another one is Midmark Corporation in Versailles, Ohio. And but just sticking with Crown, I, I did work for a Crown subsidiary, by the way, just FYI. And so I got to know the ins and outs of that company. Incredible company, crazy big company in New Bremen, Ohio. And the whole — that whole area over there, not too far from here, we got all these manufacturing cities together. You've got New Bremen and Minster and St. Henry, Coldwater, several other ones all right around there that have just unbelievable amounts of, of unique manufacturing that requires other supply chain support. And some of that may come from big cities, some of that may come from big suppliers, but a lot of it comes from smaller companies. And this could be, you know, a machine shop that's got, you know, 6 CNC mills and 15 knee mills, you know, that is machining parts for, for, you know, tool and die applications or for applications within automotive or aerospace or a You know, if we go down to Sidney and take the Copeland Corporation, which I think is part of Emerson now, some other big thing. But again, yes, that's a big company and maybe Sidney's not a small company, but they are getting parts from everybody up and down the 121 corridor, the over there in the 75 corridor. And I mean, there is components and distributed products that are supporting people. In those neighborhoods. And those people then take that money into their small towns and their uptown main streets and buy products.

J**Jason Duff** 24:02

Yeah. Well, New Bremen is such a great example because we were just chatting how great the coffee shop and the restaurant is there.

D**David Deagle** 24:09

Oh my gosh. It's absolutely awesome.

J**Jason Duff** 24:11

And these kind of quality of life amenities, manufacturers also need to find people. So if there are great quality of life amenities, more people want to move to that town. They'll want to live there, maybe have a family there. And so it's a self-fulfilling prophecy of success. Yeah. And I guess for a smaller person that is, you know, has some industrial interest or capabilities, how do you find out about opportunities that maybe a big factory or plant has to help them fill that need?

D**David Deagle** 24:42

Well, the— I think a lot of the— I think there's— I don't know if I've ever been by a large factory in a, quote, rural area. Or a small town area that didn't have a help wanted sign out. I think every single one of these places do. I mean, again, it's, you know, everybody's looking for doers, right? And it's hard to find the doers that are going to be those people that are going to be the examples. And that's, you know, they're trying to find as many as they can. And then the people that are going to be satisfied in doing the roles that are there. And there's so many satisfying opportunities in manufacturing plants in all of our small cities alike. And that's where, you know, just the ability to help people understand that there may not be the role that their neighbor or their friend or they hear these stories about, you know, hey, this guy got promoted so quick and everything like that, and he wants to immediately go in and be that In manufacturing, usually it's not like that. Usually you're going to start wherever you may have a history with. And but if you're that guy or gal that is going to be the effective one, that's going to help quality assurance, is going to help get things through, that's going to help stop spoilage, meaning things that are not right or things that don't meet quality assurance needs. If you can be that person in any role in there, Everybody has a position for somebody like that, even if you're starting in a lower one and moving into those positions. And most of those positions, I mean, there's not— there's very few minimum wage jobs in manufacturing today. Yeah. Yeah. I mean, there is good, good jobs in these plants.

J**Jason Duff** 26:29

I appreciate you highlighting that. I mean, I feel like a lot of times on the show we highlight a lot of entrepreneurs and, you know, things and professionals and economic development and things like that. But we need the doers. Yeah, yeah, yeah. And the training, like you said, that they'll provide— yeah, you don't have to come in with a lot of knowledge and education. You can learn that on the job, get job security and a good, good wage. Yeah, there's a lot—

D**David Deagle** 26:53

the benefits are, are just unbelievable too, you know, whether it's an American company or European company. I mean, the, the benefits these days, and, and medical insurance is just a huge hit to everybody, really is. And your, your car is more expensive, or your water is more expensive because of health insurance. And it's just the way it is. You know, I was just 25, you know, like 3 weeks ago, and now I'm 55, you know, and I require more maintenance. You know, I'm like my— you know, I have a 2015 Grand Cherokee that I love and I can't ever— I love it. I fit in it so good and I never want to get rid of it. But man, like every month I'm putting money into it. But it's all right because the new ones 65,000. Yeah. Oh yeah, of course. But, but some, you know, someday those, those will be the, you know, those are decisions we all got to make wherever we're at, you know, financially and how we, you know, how we use our, our stuff like that. Right. And but yeah, our, our, our, our cities, getting back just to Crown real quick. Yeah. And New Bremen again, that whole area, which again, I would consider this, this would be a marketable area for people to, to work there or, or positions over here for people at Crown or I'm sorry, in New Bremen or Münster to come over here. But in Münster, right next to the Crown, the New Bremen plant is the second now, now the second largest yogurt factory in the country. So really, the Danone plant there is the— it was the largest yogurt factory in the country until a couple of years ago. And but yeah, it's a It's got incredible jobs and people are not going to stop eating yogurt.

J**Jason Duff** 28:35

Well, you know, and that's another thing that depending— manufacturers like to locate also where they're — a lot of the raw materials come from. And if we've got great farmers here in Ohio that, that raise cattle or, you know, have crops, a lot of the food industry, you know, wants to be close to the access to this. Right. So, no, and I appreciate you mentioning, you know, within about 30 to 40 minutes, being able to drive to your job and then live somewhere else. Is a big part of the country does that on a daily basis. And the towns that have those great housing, schools, things for people to do are winning. Yeah, yeah, absolutely. All right. At this time, we're going to take a quick break to hear a word from our sponsors. Big city dining in a small town. Now that's The Syndicate. Join them for fresh steaks, pasta, or seafood for dinner, or stop in for Sunday brunch to experience one of their signature dishes such as chicken and waffles and maybe even pair it with a mimosa flight. Located at 213 South Main Street in downtown Bellefontaine. Tired of gyms not being open when you want to work out? Then check out the region's best 24-hour fitness center, Anytime Fitness, in downtown Bellefontaine. They have all the equipment you need and the best trainers and coaches to help you get in the best shape of your life. It's truly your one-stop shop for fitness. Anytime Fitness is open 24 hours a day, 365 days a year. So can I ask you a question around innovation with with manufacturing. So you, you know, mentioned Honda, and there's a massive change happening from combustion engines to batteries and EVs. Like, thinking in manufacturing industries, how do you navigate that, and what, what, what kind of opportunities and threats are when you're making those really big changes?

D**David Deagle** 30:19

Well, there's both opportunity and threat right now, I think. I can say, I think a lot of people in industrial automation that know how things are made see that right now. You know, there's, there was that huge uptick in straight EV, you know, confidence and we're going to do this. And then when you really sit down and think of it again, if you've got any type of engineered mind whatsoever, if you really think about it, you're like, oh, how in the world is this going to work with all these batteries and all these charging stations and, and I, you know, yesterday I got up, I drove to the Campbell Soup plant and the Silgan can plant that is in Napoleon. Okay. From the north part of Columbus and, and was there and then went to Archbold to a paper plant and then came back. I drove 260 miles yesterday in one day. And that's a lot of times that's, that's my average. Yeah. When I'm out and about. Out, you know, and I have to go places, whether to go to meet with people myself or with my sales team or other projects that I may be working on. But I mean, a lot of times I'll drive— like the week before, you know, I had to go other places that were quite a bit farther than that. And again, it's just, it's those things of how— and with all the logistics, if you, if we're talking about manufacturing and distribution, you know, how are we going to get to that point? So yes, there's a lot of There's a lot of opportunity on how— yes, it can be used. How fast can we implement it? Probably not as fast as a lot of people way up there in the government are saying that they think they can get that change. It's from a manufacturing guy standpoint, that's not going to be feasible. But the abilities and these new plants that are going, you know, Honda's building the new Honda and LG combined plant down down by Washington Courthouse in between Columbus and Cincinnati. And then I know there's another small battery plant just north of Columbus in Delaware, Lewis Center area. And but they're coming up everywhere, right? And those have been— every one of those has been tapered down, right? There's been a couple plants, I think, that have been completely put on hold. There are series of cars that have been completely put on hold to say, hey, ICE cars and, you know, internal combustion cars are the flexibility that an American wants. Yeah. Yeah. And we can't— I can't really talk about the rest of the world. The rest of the world looks at things different. Sure. Their commutes, their logistics are a lot different than ours are. Yeah. You know, if I told somebody in the Netherlands that tomorrow— that yesterday I drove 270 miles round trip, They'd be like, you're crazy, right?

J**Jason Duff** 33:08

Right. Like, what? Yeah. Who does that? Yeah. We like, we like the, you know, the ability to jump in our car and drive. Yeah. You know, lots of other places around the world probably think we're a little strange, but it is one of those things where the unintended consequences of batteries, like thinking through all of those steps, I think we're starting to ask more questions around that.

D**David Deagle** 33:29

So yeah. Yeah, I think so. And again, I don't think that's ever going to stop, but I think the hybrid models models, you know, are on the rise, you know, of OEMs looking at that, looking at that model. And I think the ability of engineers to start thinking about how can we create something that's not going to create all this waste. By the way, batteries are one of the largest fire, you know, hazards that are creating unbelievable insurance issue with MRFs, with recycling centers, with disposal centers.

J**Jason Duff** 34:08

Because there's environmental issues, right? With—

D**David Deagle** 34:10

oh yeah, yeah. And they, I mean, they're off the chart with the potential for failure. Even ones that are in an electric bike, a car, in anything like that. There's always a chance for something to happen. And you would think that that same mindset would be like, I'm putting gasoline in this tank. Yeah. And it's just, you know, it's new, right? For them, it's new. It's new. So I don't know what the numbers are specifically versus a gas car versus that with those kind of implosions or whatever. But the ability to dispose of these or to recycle these batteries, the cost is just, you know, there's some things that just can't be recycled effectively. And That's why the costs are just going to go, you know, continue to go up.

J**Jason Duff** 34:58

So tell us about Tier 1 advisory.

D**David Deagle** 35:01

So Tier 1 advisory. So I have some really great strategic partners that I work with, a lot of guys that are way smarter than me. I don't know. You're pretty smart. But the— yeah. So we're just a team that, you know, when somebody needs the ability to look at a product and bring it to market, you know, a lot of us are engineer and commercial senior sales management from big OEMs or big industrial companies. And we can look at— if somebody wants to bring a product from the United States to Europe or to India or to Asia, we can help them establish a sales channel. We can really look at the means of the country and help them figure out, you know, how do I take something to market in a specific region? Or, you know, and it may be different. You know, a lot of people, a lot of OEMs, a lot of European OEMs will bring a product into the United States. So let's say it's a packaging, a line of packaging equipment, and they think that they're going to distribute that and service that the same way in the Midwest as they would the Western U.S. Well, if anybody's ever been in that type of world before, finding the right sales, service, support people in the West is way different than finding it here in the Midwest or even the Southeast. And so did you know that?

J**Jason Duff** 36:26

I had no idea. Well, and I think, but I think that's a really important differentiator of like when you're looking to manufacture and like when you use the term sales channel, like actually finding people that want to buy what you're going to create, like working with a consultant and an advisor. I wouldn't have known that. Yeah. So that's important.

D**David Deagle** 36:44

Oh, it's very important. And people will waste a lot of money. I mean, they can blow their entire budget just by screwing up one territory or going into Mexico wrong or Canada wrong or the Eastern or the Western United States. So I've been through that. I've been through that in CNC machine tools and lasers and packaging automation and in components. And, you know, from three different methods, from an OEM standpoint, from a distributor standpoint, and from a manufacturer's rep standpoint. So Again, it's one of those things where just try to help somebody to make that right decision upfront. And even in the case, I mean, I did a project recently or worked with a big German company that everybody would know their name and they wanted to get into the— one of the industries I'm a subject matter expert for is the metal packaging industry. So that is the, you know, metal aluminum cans and steel cans for food and beverage and all that. And something you don't think about when you— but when you grab a can and stick it to your lips and take a drink of your Budweiser, your Miller Lite, or your Shasta or sparkling water, in my case.

J**Jason Duff** 37:56

Sparkling water. Yes.

D**David Deagle** 37:58

Yeah, I forgot. There is non-alcoholic things. And, you know, there's a lot of things that have to happen to that. You wouldn't believe actually what it takes to make a can and what's involved with that and all of that.

J**Jason Duff** 38:12

So just to throw out an example, so we, uh, we, we had a guest on that owns a coffee shop and they're looking, they just work with a branding expert to change all their new branding for the coffee, um, uh, shop. They need new packaging, they need, um, cups, they need, they sell bagged coffee. They, you know, working with someone like you, like let that example, what are ways that you could be helping them or, or advice for that particular business as they're trying to get the best price and the best quality.

D**David Deagle** 38:46

Yeah. So that, that is a retail application, which is, which is great. I mean, that's the, that's the end-to-consumer product, right? And but that is, that is, that is a marketing function. And there's a lot of, there's a lot of companies that take that whole thing and wrap it around it. There's a company called Stephen Gould Corporation that, that is just really a representative, but they know all these different manufacturers that specialize in certain volumes of things, you know. So from a coffee shop, let's go back to the New Bremen Coffee Shop in New Bremen. So they do a great job with what they have. They use Stoff's Coffee that's made in central Ohio. So it's an Ohio coffee that they use, and then they repackage it into these beautiful, you know, packages. And for the seasonal stuff, and they do bulk and their cups and all that stuff. So a company like the one I mentioned, could come in and look at that whole thing. It'd be a sales team member that would look at that and start putting that package together. If we're looking at a bigger functionality though, if we're saying, hey, I'm the guy that makes the coffee, you know, and we're going to make it in bulk and we need to package it in these, you know, this is, this is a division of whatever, Kraft or somebody like that. So that's the kind of stuff that me and my guys, we look at. Usually we look at the high volume equipment. The packaging automation that's going to be able to take that and create what you get on your shelves, you know, that's going to be something that moves through the factory quick. Because believe it or not, it's like you wouldn't believe all that's involved with it. And you're, you know, sometimes I'm like, "Dang, I'm paying \$12.99 a pound for this stuff," you know? And I'm like, "Well, it's amazing. I didn't have to grow these beans in South America. I didn't have to ship them to the United States. I didn't have to—" I didn't have to check them with a metal detector and an X-ray machine to make sure there's no foreign objects in there and safe for me to consume. And, and but, but it takes a lot to go through that. So, so all those steps that, that most people that hopefully you never have to think about, you just go buy your beautiful product. Those are the things that, that we think about and how you do it. You know, you've got, you know, here again, talk about small, small Again, food and beverage is humongous in Ohio. You know, when we talk about manufacturing, a lot of us think about only automotive, right? You know, again, we are— yeah, we're—

J**Jason Duff** 41:15

that's where my brain went.

D**David Deagle** 41:16

Yeah, we're dead smack in the middle of that. But that's nothing compared to the size of food and beverage. Sure. So, I mean, we've, you know, Rudolph Foods is— quiz.

J**Jason Duff** 41:26

Do you know what Rudolph makes? Oh, you're from the Lima area, right? I grew up in Harrod, man. We had the Pork Rind Festival.

D**David Deagle** 41:31

Thank you very much. I knew. I thought you did. Yeah, yeah, yeah. Good. So I mean, that's a— I mean, they are the biggest pork rind maker, I think, in the country. They're amazing. And it's cool. It's right here. They've done a great new job with that new plant, not far from Indian Lake up the road.

J**Jason Duff** 41:48

And she had Rich on the podcast. Yeah, it'd be great. That would be great.

D**David Deagle** 41:53

You've got the Fremont Company, which is out of Fremont. They have a factory in Roca, Rockford, Ohio. Rockford. Yeah. So which is down below Van Wert. What do they make? Do you know? I know what they make. I can't really say what they make. Yeah. Okay. It's a top secret. So it's a private— so we'll talk about manufacturing. So this is a private label water, right? You did not make this.

J**Jason Duff** 42:21

Featuring our Small Nation Water for those that are watching the video.

D**David Deagle** 42:25

So a lot of these, a lot of the products you buy that are not the big brand names are still made by the brand name companies. They're just different ingredients. They may be from different processing equipment too and stuff like that. Or there may be companies like a great company like the Fremont Company that has their own brands of sauerkraut. Their Fremont facility makes all the sauerkraut, which is fantastic. And then in Rockford, they make a lot of other sauce-type products that, that get shipped all around the world. I mean, they're— it's These little factories in these little, in these cities, if you look at a lot of their shipping containers, they're in languages that you would not, you would not be able to read.

J**Jason Duff** 43:04

Well, at Macomb, Ohio, up in Hancock County, they have what they call the Cookie Factory. And a lot of the biggest international names in cookies are actually made in the little tiny town of Macomb. So it's like what you're saying where they maybe can't advertise that they make the great, the name brand cookie, but they do because they're, they're a second tier kind of manufacturer that then the, the person that owns the trademark, owns the licenses, gets the benefit of that factory, what they make. Yeah.

D**David Deagle** 43:34

And so to talk about stuff like that, there's, there's co-manufacturers or whatever, what they're called. Maybe these guys— co-manufacturers. Okay. These guys could be a co-manufacturer or a co-bakery in this case, or co-confection company. But But yeah, so there's companies in manufacturing for mostly food and beverage, some nutraceutical type stuff that will— if you have your idea, if you're like, hey, I want Ethan's crackers or Ethan's, you know, super hot pretzels or something like that. The Wyandotte Company in Marion does private label stuff. Like you could take your idea to them, pay them something, create, work with a marketing company to create your bag.

J**Jason Duff** 44:13

My special blend and spice and stuff like that. Well, and you see how big for those top particularly using the retailers. For example, in about 2 weeks we're hosting Rick Keys, who is the CEO of Meijer. And, uh, Meijer is really winning right now with a lot of their private labeling. Um, and I mean, all the big stores do, whether you're Kroger or anyone else. But I'm excited to actually talk with him, uh, about, you know, how that is a growing segment of their, of their business. And obviously it's working because you see down the, the food chain that, uh, the people that are manufacturing it are also creating success and making money too. Yes, they are.

D**David Deagle** 44:50

Yeah, well, that's great. You're gonna have him. He's a great dude. So Meijer is a, is a great story, and they've, they've done a great job on, on keeping a good competition here in Ohio and stuff, and competing against Kroger and, and Walmart and, uh, and that whole deal. They're, they're, you know, they're— and like you said, privately held too. Privately held. And their, their private label stuff is—

J**Jason Duff** 45:11

it's great. I actually buy it. I'm a big fan of their products. So we're actually going to have some on the podcast. So Oh, all right. You've been getting forward to that one. You can dish it up. Yeah. Well, I mean, thank you so much. I guess before I kind of move into our closing segments here, what keeps you excited about manufacturing? You've been doing this for a long time and, you know, you like the work. I can tell you're passionate about it, you know, but like, what is it for you that like scratches that itch?

D**David Deagle** 45:38

I guess it's the, you know, the change of everything. You know, there's regulations that you have to follow. You know, the abilities and automation to make things better. There's a lot of options. I mean, we've had to work through in my career in food and beverage just since 1994. You know, I mean, when I was a young guy in high school, you know, our Little Debbie choices or Little Debbie, I guess it was Little Debbie, our choices of junk food at the grocery store were like 6 things, right? Yeah. Now there's a billion. That's true. And it's not just from the same companies. It's all these creative companies and all these other— all the health food stuff is going through. And so all of that change creates the ability to be creative on a production line. So the more that us in industrial manufacturing can look at something and from an automation standpoint, look at it and say, hey, it's going to be the machinery, it's going to be the PLCs and the line controls. We didn't even get into like I talk about OEMs and equipment So you don't even think about like what runs the equipment. Well, it's all the technology behind that. And that's all run by, you know, PLCs and electronics and stuff, just like, you know, our board is here with running the sound and all that.

J**Jason Duff** 46:53

And even AI sometimes is coming into play.

D**David Deagle** 46:57

So yeah, it's coming into play. But yeah, the whole flexibility of it. Again, I've moved back to— I've moved back to Central Ohio 6 times from around the country. Wow. And I love Ohio. I just absolutely love Ohio. I got— I got I got 5 brothers and sisters that all, uh, sister-in-laws that are all from Florida, and they all like think we're crazy, you know. And, uh, and that's all, that's all right. But they don't know. Yeah, they're natives of there. They, they, they, you know, a lot of them relate cold to bad. Yeah, I don't relate cold to bad, right? I relate cold to being creative and being able to adjust and being able to get other creatives to start thinking out of the box. And, you know, a lot of these things are wrapped around, you with all these small towns that I get to see, you know, from the Central Valley of California, you know, I mean, you wouldn't believe these little towns that have been able to, just because of the food manufacturing, I mean, California makes more food than any, I mean, more than most countries. So, but the Central Valley of California has two highways that go down the middle of it, the 5 and the 99. And all of those highways, about every 10 miles, couple of big towns like Modesto or Sacramento's at the top, some other things down through there. But there's a bunch of small towns and those ones are all creating, trying to create an effective uptown Main Street thing. Right. And that has to, that has to be done with those guys to keep the right people living there to make these, these manufacturing plants work. Yeah. And where you have a specific type of manufacturing, food manufacturing in that case out there mostly, is that you have the equipment manufacturers and the service companies. Yeah. And the maintain it. Yeah. And the billable companies like that. And, you know, it's, it's just very effective in how it's very effective in how every aspect of manufacturing can help, you know, with those towns because we need, we need the retailers, right? We need the retailers selling stuff retail, but we have to have the makers making this stuff. Stuff for us to be effective. And one of my, you know, one of my biggest sayings is that, you know, that in America, you know, and it can be for a town, if we could say if Bellefontaine is not making something, it's not effective for— it's not influential over the state, country, or world. And how can we make something? So we need to continue to make something. And in Ohio, in Indiana, in Michigan, all of our surrounding States. We're just in the world's A— you know, I categorize things when I meet with clients on, you know, A+, F-, right? Yeah. You know, and we're in an A+, A+ territory.

J**Jason Duff** 49:42

I mean, Dave Deagle for president. It's announced on this show. Nominated. Yeah. No, I love it. No, thank you so much for sharing your perspective. I'm going to kind of move us into a show segment here, just a rapid-fire Q&A, so just some fun questions here for you. Okay, let's do this. So we talked a lot about food and beverage today. Are you a Coke or Pepsi guy?

D**David Deagle** 50:03

You know, what's funny is I grew up a Pepsi guy until about, uh, 15 years ago, uh, when I found Captain Morgan, and then I switched.

J**Jason Duff** 50:14

It wasn't the South? Was it the South too, or just Captain Morgan? So we're a Coke guy over Pepsi.

D

David Deagle 50:20

I am a Coke guy. I am a Coke guy.

J

Jason Duff 50:22

Okay, good answer. I love it. Um, your favorite place to vacation? You love Ohio to live, you've lived in Florida, but what's your favorite place to vacation?

D

David Deagle 50:32

So, uh, I'm a golfer, so, uh, I love Pinehurst, North Carolina. North Carolina. Yeah. Okay, so I like North Carolina. Yeah, I am a— I travel for a living like a crazy man, so I I don't know where else I can go. And I'm not a— I like Switzerland. I tell you what, man, Switzerland is off the hook. I mean, I've been there a couple of times for business and it's like a different world. It's the only place I've ever been I felt like a different world. I did get to go— that was mentioned. I didn't even finish that story, but about the company in Germany, Munich. I'm all about Munich.

J

Jason Duff 51:06

Really cool spot, huh? Yeah, it's really cool.

D

David Deagle 51:09

But here in the States, I mean, it would probably, it would probably be in the Carolinas, I guess. Sure. Yeah. Great spot.

J

Jason Duff 51:14

Love it. If you had to choose a different career path, what would it be?

D

David Deagle 51:24

And I've had some interesting things, so that's a good one. I don't know. I can't imagine me not being in manufacturing. Yeah. I mean, it's just that that's my satisfaction.

J

Jason Duff 51:35

That answer doesn't surprise me at all, actually.

D

David Deagle 51:37

Any aspect.

J**Jason Duff** 51:38

But do you know what I think? And this is me looking from outside in on Dave is that you can see he's passionate about sales because he's good at selling the industry. I've met so many people in the manufacturing industry that are very, very reserved and don't know how to translate what they do to other people. And I think, you know, just, just highlighting and tying into this segment, like, Dave, your ability to communicate something that's complex and make it easy for people to understand is, is one of your many gifts.

D**David Deagle** 52:10

No, thanks. I appreciate it.

J**Jason Duff** 52:11

Yeah. And it's— and attractive. Like, I feel like I learned something today and I kind of want to, like, dive in a little bit deeper to some of this stuff. Also makes me want to, like, get someone from the logistics world to kind of talk about why Ohio is special in that, you know, we touched on it very briefly today, but like none of the manufacturing success would have probably been possible without some of the logistics as well. But well, if you are someone— we have a lot of makers that follow Small Nation and an idea that maybe starts in a garage and you're looking for that next, you know, step to take it bigger. I think there's a lot to learn from this episode, but also your company. I mean, helping a lot of these companies solve complex issues to get in the next level of what they want to do. You and your team are there to help do that. How do people find out about you? Like, where can they find you and your company?

D**David Deagle** 53:04

Company? So they can simply— you can find me on LinkedIn, so under my name, David Deagle. I'm sure it'll be right up here.

J**Jason Duff** 53:12

Yeah, there you go.

D**David Deagle** 53:17

Tier1advisory.com for that type of stuff. So you can find out a little bit about what the company does, what I do, and what I've done. And again, any type of consulting thing is— it's relational. Channel. And it's, you know, we have to, we have to trust each other. You have to, you have to be in that position to have somebody to be open to, to listen to that maybe have been there. And we're the same way. We listen. And if it's not the right fit, you know, we know other people that may be the right fit for. And but from helping small to large, you know, corporations with, with that kind of stuff, you know, we're all over it. And I got a couple of my strategic partners that are just absolutely focused. You know, one is a logistics guy, ex-L Brands, you know, bringing stuff in from other countries to here and bringing stuff from here to other countries. And a lot of that stuff goes into small towns or into distribution centers and goes through stuff. But yeah, so get ahold of me at tier1advisory.com. Like you said, I'm also, I work with Elmco Industrial Services in Van Wert, which is a great company, Millwright Fabrication, different types of plant outages. And a lot of these plant outages, a lot of these services are in small towns. We didn't really talk about the grain industry in Ohio or the cement industry or— So much there. Yeah. Or stuff or our ports. You know, by the way, we have an ocean on the northern part of our state that a lot of people don't think about. And there's a lot of small cities and big cities around there, but they— they have an incredible amount of stuff going on. But yeah, but Elmco does a lot of that type of service work within those and our teams go in there and help people to make sure that they eliminate downtime and create, you know, create product or create, you know, be able to create profit because of keeping machinery running and keeping things effective at the plant level.

J**Jason Duff** 55:17

We're going to have to have Dave back. I know. There's a lot of stuff. Yeah. Well, thank you so much. And yeah, hope to have you back sometime. Thanks, Dave. All right, guys. Thank you.

E**Ethan DeLeon** 55:26

Thanks for tuning in on this episode of the Small Nation Podcast. We hope that conversation proved valuable to you. And if you enjoyed it, be sure to share the episode and follow the show on Spotify, Apple Podcasts, or your favorite podcasting platform. You can also subscribe to the Small Nation YouTube channel if you prefer to watch your episodes. Follow Small Nation on social media, and we'll see you in the next episode.