



## After 130 Years, Change Was in Order.

After three generations, it was time for a change. The old Coyne & Delany, Co. was being challenged in the face of increased competition both domestically and abroad as well as due to some of its own missteps. In 2009, the company restructured itself and was renamed Delany Products.

Established in 1879 by first generation Irish immigrants, John J. Delany and Thomas Coyne, Coyne & Delany in those days made copper linings for tubes and ballcocks. It was in 1928 that the company designed its first diaphragm operated flush valve, the Flushboy, considered to be the simplest (and thus most reliable) design for direct pressure flushing.

Surviving the Great Depression, the company grew to national prominence during War II, specializing in diaphragm flush valves. During the 40s and into the 50s the company patented numerous products, most notably the vacuum breaker which is an industry requirement today. The company continued to grow into the 60s, when it decided to move its home in Brooklyn, NY to Charlottesville, VA. In 1979, the company celebrated its 100th year in operation, a huge accomplishment shared by only a few other American companies.

As globalization began changing the world economy in the 1990s, competitors began importing cheaper produced products from overseas. These firms changed the commercial plumbing landscape forever, grabbing market share via discount price strategies. These imported products posed a significant threat to smaller family owned US-based manufacturers, like Delany.

The old Coyne & Delany struggled to adapt. The run-up in copper prices in the mid-2000s provided the final tipping point. As other firms absorbed the commodity price increases, the small

family run Delany saw slim margins erode into losses. The culmination of this was probably the darkest day in company history when it was forced to close its foundry in November 2007.

The company limped along in 2008, but a plan for rebuilding was underway. The company's rebirth began in 2009 following a restructuring, which featured the company transitioning itself to a lean efficient model that is focused on R&D, marketing, and distribution, with 100% of assembly and 100% of product testing performed in Charlottesville. The company also took on its first ever financial officer.

In the 4th Quarter, the company unveiled its new name as it began shipping its main line products again. In 2010, it turned 7 figure annual losses into the black as it continued to improve its shipping, quality, internal controls, and customer service.

As a part of the restructuring, Scott Delany, who had been living and working in Japan for 15 years, returned to become the CFO. He understood the importance to company of new product development and revamping its product offering. It started with the development of the Saber. Launched in September of 2012, the Saber is Delany's first new valve in almost 25 years. The Saber is designed as the highest performing manual valve on the market. It features an updated sleek design with an innovative cover that is virtually scratch-proof. It has the smallest upper chamber by volume, making it the most consistent valve on the market across the broadest range of psi. It is a perfect choice for today's high efficiency toilets. It also comes standard with the market's only self-cleaning bypass, a proprietary feature called the Mashearator. Mr. Delany, now the President, credits Martin Lavery, the

company's head of engineering, with creating the best valve on the market and hopes to make it the standard by which others are judged.

The continued effort to revamp its product line continued this spring with the launch of the Infinite Series and the Pulsar. The Infinite Series is a sensor activated faucet line that comes in three (3) very attractive looking designs to match the taste of almost any designer/engineer. They are all solid brass construction that are lead free and ready for 2014. The Infinite Series also continues Delany's design philosophy of simplicity by design, as contractors will find them to be simple, fast and easy to install. On the electronic side for flush valves, Delany, who was the first to introduce the hands-free battery operated flush valves in 1988, upgraded that product to the Pulsar. The Pulsar employs a new state-of-the-art solenoid that Delany developed and is manufactured in the U.S. This new high efficiency solenoid is warranted up to 2 million operations. Combining this solenoid with Delany's software and a lithium battery has resulted in 1 battery lasting 247,000 cycles. A W.C. flushed an average of 20 times a day for 365 days, flushes 7,300 in a year. That one battery will last up to 33 years. The Pulsar is built to work; built to last, simplicity by design. Coming this fall, the Flushboy will see an upgrade to a new sleek and modern looking cover and the ability to retro-fit to any control stop in the field. In addition, the company is looking to introduce a piston valve to its line.

"We have all put in a lot of hard work here, and with our return to profitability and with new products coming on line it is truly getting more exciting everyday", said Mr. Delany. "Delany is definitely changing for the better and working to be the best." ■