Plymouth Tube Company is one of the most innovative American manufacturing companies you may not have heard of. Their products can be found in airplanes, police batons, fast food ketchup dispensers, race cars, medical devices, and rocket ships, to name just a few. Caterpillar, Ford, Toyota, GE, SpaceX, Boeing, and Airbus are just some of the customers that have come to depend on Plymouth.

Plymouth is a global manufacturer of carbon alloy, nickel alloy, and precision stainless steel tubing, as well as innovative manufacturer of titanium, stainless, nickel alloy, carbon & alloy semi-finished extrusions and semi-finished shaped bar. While the last two decades have seen many American manufacturers close or relocate production overseas, often resulting in decreased quality and increased lead times, Plymouth Tube has not only remained in America, they have grown and strengthened here. They owe this to a sustaining culture of excellence and mutual respect driven by highly qualified people.

Culture is a word that many companies toss around without adequately walking the talk. This is an area in which Plymouth excels. The company has been focused on continuously investing in its people and always doing the right thing for over 90 years. The root of this culture, and Plymouth’s commitment to it, are found in the values of Plymouth’s family ownership (five generations and counting). Plymouth believes in patient capital. While other companies slashed costs during business cycle dips, Plymouth continued to invest in its capabilities.

Plymouth’s culture demands world-class quality and customer service. This is a claim that is taken seriously. Plymouth has been known to set up camp in customer’s facilities and help troubleshoot their operations, even when the problems were unrelated to Plymouth. When a customer needs a last minute order filled in half the time that it usually takes, Plymouth takes their call at 3am and works around the clock to make it happen. This level of customer service demands perpetual commitment to quality, cost and customer relations to ensure profitability.

Plymouth’s quality just can’t be matched across all of the company’s strategic market segments and they back that up with one of the industry’s only “no questions asked” return policies. Their customers applaud the organization for quality and service, and show their support in long-term partnerships with Plymouth.
Comprised of eight manufacturing plants and nine business units, Plymouth Tube is a family-owned company with fourth generation leadership.

Mission

We are committed to providing products and services that meet or exceed customer expectations.

People:

The people who work for Plymouth Tube are the Company; they determine its success.
- Communication, cooperation and employee involvement are essential to the operations of the Company.
- We are responsible for our actions and are committed to continuous improvement in our performance.
- Plymouth Tube employs and advances individuals of demonstrated ability and performance.
- Plymouth Tube provides opportunities for members to share in the success of the local organization.
- We treat everyone with fairness, integrity and respect.

Customer Focus:

Plymouth Tube’s continuing existence and profitability depend on meeting or exceeding customers’ expectations; this provides value to customers and leads to strong competitive advantage.
- We are committed to developing long-term relationships with our customers.
- We have an obligation to educate so that they know and understand what the customer expects.
- Plymouth Tube also has an obligation to inform customers about the Company’s capabilities.
- We explore our capabilities relative to customer needs to enhance the value of their products and services beyond what the customer expects.
Community and Environment:

We strive to develop an interdependent and mutually supportive relationship with the communities and environment in which we operate; such a relationship is important to the success of the Company’s operations and to the employees and their families.

- We have a responsibility to protect the environment, to use natural resources efficiently and to provide for the health and safety of our members and others in the community.
- Plymouth Tube respects the physical, economic and social wellbeing of the communities in which we operate.
- We build and maintain positive community relationships.

Long Term Orientation:

A long-term orientation improves job security for employees and provides the best return to shareholders, both now and for generations to come; this orientation also assures the stability and consistent direction and guidance needed for long term growth.

- Family ownership provides the basis for a long-term orientation and safeguards the values and beliefs of the Company.
- We do not sacrifice long-term goals and benefits for short-term results.
- A long-term orientation is essential for the development of respect, trust, communication and the skills needed for problem solving.

Since its inception in 1924, Plymouth Tube has been committed to upholding a strong family-oriented culture and the drive to make the organization better for the next generation. Founded in Plymouth, Michigan, the company remains privately held and is headquartered in Warreenville, IL, in the suburbs of Chicago. Plymouth Tube provides a wide range of specialty tubing and extruded shapes to global customers from their 9 businesses throughout 8 mill locations with over 1.9 million square feet of manufacturing and office space.

POSITION SUMMARY

Plymouth Tube is a company with a long history and generations of success built on their values that include an unwavering commitment to serving customers. As the company has evolved over the last few years, they have begun to expand their leadership ranks by adding key executives from world class institutions who have worked to develop the next strategic path for the company. Plymouth Tube is now seeking to add a new Chief Executive Officer who will further develop a clear strategic vision and long-term strategy for the organization. The successful candidate will drive the company towards sustainable profitable growth while recognizing, embracing, and nurturing the strength of Plymouth’s strong people centric culture. With unwavering honestly and integrity, the new CEO will be a values focused leader with a proven track record of attracting, developing, and retaining exceptional talent.

The new CEO will report directly to the Board of Directors which consists of family shareholders and independent outside Directors. He/She will be responsible for furthering the development of Plymouth’s commercial and technical platforms, continuing to reinforce operational strengths that have allowed the company to stay ahead of its competition. As a leader in the precision tubing industry, Plymouth enjoys lasting customer relationships and a deep understanding of how to be a supplier of solution oriented products that solve critical needs for their customer’s product offerings.

The CEO will own primary responsibility for achieving all forms of stakeholder objectives, with support and collaboration from the Board. The CEO will come to understand these objectives through direct interaction with shareholders, customers, and employees, synthesizing them into an achievable, measurable plan. Of particular emphasis will be strategy, extending competitive advantage, and developing new competencies to drive growth.

With 8 mills across the United States, Plymouth Tube operates with an operationally decentralized structure. This decentralization provides mill leaders with the flexibility and autonomy needed to work closely with their customer base, all while being highly responsive to on the ground conditions. The CEO will have full accountability for driving further operational accountability in each facility, while also continuing to identify opportunities for synergies, collaboration, and efficiencies across the diverse mills.

“Your redesign of our seat tracks for the 777 saved us about $30M. Thanks to the whole team for their hard work!”

- Boeing
DUTIES AND RESPONSIBILITIES

As the face and voice of the organization to employees, customers, shareholders and the community, the CEO will be someone who embodies Plymouth’s culture and values. This new leader must have strong communication skills and embrace a willingness and eagerness to be part of the business. This is not a leader who will work from the ‘corporate’ office, but one who is driven to know the company from top to bottom. He/She will develop and lead all strategies and operations of Plymouth Tube, and will communicate those strategies in a way that inspires and motivates employees.

Plymouth has a culture of entrepreneurship, and ownership of one’s decisions. This orientation extends far beyond the leadership team and to employees deep within their mills. The company is organized for agility; it is decentralized enough to be easy to do business with, yet big enough to be a single source supplier to its customers. The ability to lead and drive advancements through this decentralized model will be critical for the new CEO’s success. He/she will be analytical and strategic, with a keen acumen for aligning shareholder objectives, business strategy, operational initiatives, and key metrics.

With operations across the United States, the successful candidate will have a balanced strength in both manufacturing leadership and commercial development and execution. While an ability to lead in a capital-intensive manufacturing environment is essential, the strongest candidate will confidently envision Plymouth’s future and clearly articulate plans to realize that future. Operational improvements must continue under the new CEO’s leadership as they are the foundation of success and require constant investment. It will also be critical that he/she brings a market orientation into the organization. Working with the senior leadership team to identify, assess and present current market investment opportunities as well as new market expansion opportunities will be a key part of the CEO’s role.

As mentioned, the successful candidate must also be a strong commercial leader who has proven capabilities of creating, instituting and developing rigor around a strategic growth plan. Plymouth has begun to institute a new commercial process to drive identification of new market and product opportunities. Working with each part of the senior leadership team, the CEO will be responsible for the further development and the successful execution of this commercial strategy and identified growth initiatives.

Above all, the new CEO will build for the long-term, protect the health of the company, foster employee goodwill, comply with legal and ethical practices, and improve the communities in which Plymouth does business. As the company’s top executive, the CEO will be a credible leader both internally and externally and must comfortably and continually reflect company values and culture.
Key Areas of Responsibility:

- Build upon the belief that Plymouth’s people are the company by using mentorship, professional development, accountability and recruiting to craft and retain the strongest possible team.
- Drive continued operational excellence through personal championing, ongoing professional development, as well as management and motivation of the team.
- Leverage the company’s core strengths to develop new channels for long term, sustainable growth. This includes a significant development of the Company’s innovation and sales capabilities.
- Identify and cultivate further improvements to an already strong culture.
- Evolve the overall business strategy, supported by a deep understanding of competitive/industry dynamics, customer needs, relevant trends, and internal capabilities and strengths.
- Identify investment opportunities and build financial scenarios consistent with strategy.
- Oversee both process and product innovation efforts.
- Achieve long-term financial and non-financial objectives mutually agreed upon between management and the Board of Directors, in collaboration with shareholders, without compromising the integrity of the Plymouth culture.
- Align with the Board on key topics of strategic, financial or cultural import.
- Exemplify enthusiasm, humility and a sense of humor to employees, customers, shareholders and suppliers by personal actions and through key decisions.
- Lead in a way that fosters a sense of responsibility that promotes community and good will, continuing the company’s service-minded culture towards its customers, both internally and externally.
- Provide a strong leadership persona and personal work ethic as a thoughtful problem solver who is genuinely inclusive and empowers the team.
- Foster constructive collaboration among executive team members who are sharply focused on various business initiatives.
IDEAL CANDIDATE REQUIREMENTS AND ATTRIBUTES

Plymouth’s Chief Executive Officer will be an experienced leader with experience in a capital-intensive manufacturing environment, who has a proven track record for using the manufacturing strengths of a business and deploys those strengths in a way that delights customers and fuels growth. This should include driving product, process, and service innovation.

The right leader will be one who has the ability to ‘see around the corner’ and drive strategic thinking in others. They will have demonstrated success in analyzing and developing sustainable competitive advantages to foster long-term revenue growth and profit margins above industry averages.

The selected candidate will have a high level of personal integrity and ethical standards with a style that promotes mutual dignity and respect. He/she will have the ability to excite, energize and earn the support necessary to achieve strategic initiatives. The successful individual will have a minimum of 5-10 years of documented profitable growth in a senior P&L leadership role, preferably with a privately-held organization, with family enterprise experience a preference. Ideal candidates will have previous experience nurturing a culture of manufacturing excellence, such as LEAN / Six Sigma, and will have successfully translated those operational strengths into commercial success.

Requirements:

- Previous successful P&L leadership of a least a $50M organization that is very capital intensive and cyclical in nature. Ideally he/she has led through both good and difficult economic cycles.
- Strategically insightful with extraordinary business acumen, good judgment, and the ability to couple analytical rigor with experiential insights.
- Exceptional track record of leading revenue and profitability growth through sales, marketing and operational leadership.
- Demonstrated success using the "voice of the customer" to drive innovation.
- Values operational excellence and is committed to continuous improvement efforts.
- Empowering leader who will mentor, develop, and support the leadership team in their development, fostering a culture of leadership and cooperation.
- Experience identifying, cultivating, and retaining highly talented people.
- Proven ability to influence, drive, and lead change, to effectively promote the mission and strategic initiatives of the business, while building consensus.
- Demonstrated ability to walk into an existing organization and environment bringing all the disparate pieces together in a smooth transition, while maintaining organizational morale.
- Engineering aptitude.
Attributes:

- Demonstrated values and integrity consistent with Plymouth’s Mission Statement.
- A level of respect and transparency that will foster trusting relationships with the Board, Shareholders and throughout all levels of the organization.
- The ability to embrace the past and build on it for the future.
- High EQ - Emotional Intelligence – An ability to manage diverse relationships across the organization, board and family owners.
- Curiosity and an ability to drive healthy questioning of the status quo. Seeks to deeply understand and get to the heart of what is happening.
- Concise, clear and compelling communicator.
- Demonstrated values and integrity consistent with PTC’s Mission Statement.
- Intelligent and confident, but appropriately humble.
- Strong appreciation of a business that places a premium on a culture of dignity and respect.
- Ability to embody the high degree of loyalty that is required to work in a family owned enterprise and yet the fortitude and strength to be a strong leader.

Education:

- Undergraduate degree required
- MBA or other advanced degree strongly preferred

“...exceptional supplier. They do anything they can to meet our needs. They’re a great partner!”

-Charles Machine Works
Warrenville, Illinois is home to Plymouth Tube

Plymouth Tube is situated in the town of Warrenville, Illinois which is located approximately 30 miles west of the city of Chicago, is recognized as a small, hometown refuge nestled in the center of the dynamic and nationally recognized research and development corridor that runs through DuPage County. Warrenville’s population of 13,140 allows the City to maintain that small-town feel and still have the advantage of drawing from Chicago's vast arts and entertainment environment.

Located on the banks of the West Branch of the DuPage River, Warrenville is surrounded by five Forest Preserves and the grounds of Fermi National Accelerator Laboratory which altogether provides over 10,000 acres of open space for recreational opportunities such as fishing, canoeing, cross country skiing and camping.

Warrenville's 30 miles of multi-use paths interconnect various regional recreational trails, such as the Illinois Prairie Path and the West Branch of the DuPage River Regional Trail, with a trail density that is the second highest in the county.

It is with great pride that I announce that Plymouth’s Eupora Mill has been awarded the 2012 American Metal Market (AMM) award for “Best Welded Pipe Producer of the Year”.

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