



CRAIN'S LIST CHICAGO'S LARGEST PRIVATELY HELD COMPANIES

Ranked by 2008 revenue *Crain's estimates shown in gray. *Company estimate.*

Rank	Company Headquarters	Phone Web site	Top executive	2008 revenue (millions); % change from 2007	Full-time local/worldwide employees	Type of business
1 	U.S. FOODSERVICE INC. Rosemont	(847) 720-8000 www.usfoodservice.com	Robert Aiken President, CEO	\$19,800.0 -1.8%	865 26,070	Distributor of food and restaurant supplies
2	REYES HOLDINGS LLC Rosemont	(847) 227-6500 www.reyesholdings.com	J. Christopher Reyes M. Jude Reyes, co-chairmen	\$10,719.2 13.4%	400 10,200	Food and beverage distributor
3	TOPCO ASSOCIATES LLC Skokie	(847) 676-3030 www.topco.com	Steven K. Lauer President, CEO	\$9,900.0 11.8%	325 400	Cooperative for supermarket retailers, wholesalers and food-service companies
4	GLOBAL HYATT CORP. Chicago	(312) 750-1234 www.hyatt.com	Mark S. Hoplamazian President, CEO	\$8,377.0 3.2%	3,986 79,516	Hospitality ▶▶▶ Most worldwide employees
5	CDW CORP. Vernon Hills	(847) 465-6000 www.cdw.com	John A. Edwardson Chairman, CEO	\$8,100.0 -0.6%	4,198 6,773	Computer hardware, software and accessories
6	RYERSON INC. Chicago	(773) 762-2121 www.ryerson.com	Stephen Makarewicz CEO	\$5,300.0 -11.7%	500 5,000	Metal processor and distributor
7	OSI GROUP LLC Aurora	(630) 851-6600 www.osigroup.com	Sheldon Lavin Chairman, president, CEO	\$5,000.0 3.1%	1,700 20,000	Develops and processes food for food-service companies
8	TRIBUNE CO. Chicago	(312) 222-9100 www.tribune.com	Samuel Zell Chairman, CEO	\$4,300.0 -15.1%	3,100 14,000	Media
	▶▶▶ Filed for Chapter 11 bankruptcy protection in December					
9	EBY-BROWN CO. LLC¹ Naperville	(630) 778-2800 www.eby-brown.com	Richard W. Wake Thomas G. Wake, co-presidents	\$4,100.0 -8.9%	550 2,100	Wholesale distributor of convenience products
10	ACE HARDWARE CORP. Oak Brook	(630) 990-6600 www.acehardware.com	Ray A. Griffith President, CEO	\$3,900.0 -1.8%	950 4,400	Retail hardware cooperative
11	WALSH GROUP LTD. Chicago	(312) 563-5400 www.walshgroup.com	Matthew M. Walsh Chairman, CEO	\$3,582.2 -1.5%	1,500 6,000	General contractor, design-builder, construction manager
12	MEDLINE INDUSTRIES INC. Mundelein	(847) 949-5500 www.medline.com	Charlie N. Mills CEO	\$3,190.0 13.7%	2,185 5,950	Manufacturer and distributor of medical supplies
13	AMSTED INDUSTRIES INC.¹ Chicago	(312) 645-1700 www.amsted.com	W. Robert Reum Chairman, president, CEO	\$2,914.0 2.4%	450 9,600	Manufacturer of railroad, construction and building materials
14	HEICO COS. LLC Chicago	(312) 419-8220	Emily Heisley Stoeckel Chairman	\$2,600.0 4.0%	600 10,500	Buyout/turnaround firm specializing in manufacturing companies
15	FOLLETT CORP.² River Grove	(708) 583-2000 www.follett.com	Christopher D. Traut President, CEO	\$2,517.0 5.9%	2,568 6,550	Retail and wholesale distribution of education materials
16	INLAND REAL ESTATE GROUP OF COS., Oak Brook	(630) 218-8000 www.inlandgroup.com	Daniel L. Goodwin Chairman, CEO	\$2,435.0 6.0%	897 1,225	Commercial real estate, investment, property management, leasing, financial services
17	TRUE VALUE CO. Chicago	(773) 695-5000 www.truevaluecompany.com	Lyle G. Heidemann President, CEO	\$2,013.0 -1.4%	868 2,543	Retail hardware cooperative
18	SOLO CUP CO. Highland Park	(847) 831-4800 www.solocup.com	Robert M. Korzenski, president, CEO, chief operating officer	\$1,847.0 -12.3%	1,926 7,541	Manufacturer and distributor of single-use consumer products
19	ELECTRO-MOTIVE DIESEL INC.² La Grange	(708) 387-6000 www.emdiesels.com	John Hamilton President, CEO	\$1,800.0 5.9%	1,875 3,094	Manufacturer of railroad locomotives and diesel components
19	KOCH FOODS INC. Park Ridge	(847) 384-5940 www.kochfoods.com	Joseph C. Grendys CEO	\$1,800.0 9.8%	1,000 10,000	Supplier of fresh and frozen poultry for food-service and retail operations
21	FRANK CONSOLIDATED ENTERPRISES INC.³ Des Plaines	(847) 699-7000 www.wheels.com	James S. Frank President	\$1,659.0 3.7%	614 626	Automotive fleet management
22	McMASTER-CARR SUPPLY CO. Elmhurst	(630) 600-3600 www.mcmaster.com	Jay Delaney CEO	\$1,600.0 -5.9%	NA 4,000	Wholesale supplier of industrial products
23	WIRTZ CORP. Chicago	(312) 943-7000	W. Rockwell "Rocky" Wirtz, chairman	\$1,550.0 10.7%	NA 3,100	Distribution, real estate, insurance, banking; owns Chicago Blackhawks
24	CENTRAL GROCERS INC.⁴ Joliet	(815) 553-8800 www.central-grocers.com	James Denges President, CEO	\$1,426.0 19.1%	1,700 1,700	Grocery wholesaler with retail locations
25	PEPPER CONSTRUCTION GROUP¹, Chicago	(312) 266-4700 www.pepperconstruction.com	J. David Pepper Chairman, CEO	\$1,352.4 9.4%	764 1,233	General construction, construction management
26	CRATE & BARREL⁵ Northbrook	(847) 272-2888 www.createandbarrel.com	Barbara A. Turf President, CEO	\$1,270.0 -3.4%	1,460 4,536	Home furnishings retailer
27	SERTA INC. Hoffman Estates	(847) 645-0200 www.serta.com	Robert L. Sherman President	\$1,250.5 11.2%	115 2,200	Manufacturer and marketer of mattresses and bed foundations
28	GRANT THORNTON LLP^{4,6} Chicago	(312) 856-0200 www.grantthornton.com	Edward Nusbaum CEO	\$1,200.0 11.6%	771 6,492	Accounting
28	PLIANT CORP. Schaumburg	(847) 969-3300 www.pliantcorp.com	Harold C. Bevis President, CEO	\$1,200.0 9.1%	155 2,950	Manufacturer of flexible packaging products for food, beverage, personal care, medical and industrial uses
	▶▶▶ Filed for Chapter 11 bankruptcy protection in January					
30	FREEDOMROADS LLC Lincolnshire	(847) 808-3000 www.freedomroads.com	Marcus A. Lemonis Chairman, president, CEO	\$1,155.0 -30.0%	115 2,900	Operates RV dealerships and Camping World stores
31	DUCHOSSOIS INDUSTRIES INC. Elmhurst	(630) 279-3600 www.duch.com	Craig J. Duchossois CEO	\$1,150.0 -2.5%	300 6,200	Military products, garage door openers, venture capital and private-equity investments
32 	GOSS INTERNATIONAL INC., Bolingbrook	(630) 755-9300 www.gossinternational.com	Jochen Meissner CEO	\$1,100.0 NC	150 3,600	Web offset printing press and postpress equipment manufacturer
32	TTX CO. Chicago	(312) 853-3223 www.ttx.com	Thomas F. Wells President, CEO	\$1,100.0 -1.6%	238 1,290	Provides rail cars and rail car-related services



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U.S. Foodservice's Monarch Food Group offers Rituals Estate coffee.

For food supplier, clients' health is key ingredient

For U.S. Foodservice Inc., surviving the recession doesn't mean scaling back. The distributor, which moved its headquarters to Rosemont last year, just added a million square feet of warehouse space and increased its salesforce by 5%.

Its challenge is making sure customers stay in business.

Half of its \$19.8 billion in revenue comes from independent restaurants, eateries with no more than three locations. Those businesses are struggling with high food costs and fewer diners: The National Restaurant Assn.'s index of restaurant activity hit a record low in December.

In response, U.S. Foodservice is emphasizing cheaper private-label products and providing resources to help its customers stay profitable. For example, the company produced a cookbook of entrees that restaurants could sell for less than \$10 each.

"We need to help customers survive this period, and then as the economy returns, we'll all be in good shape," CEO Robert Aiken says.

Meanwhile, the idea behind adding 200 sales reps and warehouse space in New York, Salt Lake City and Minneapolis is to gain marketshare. U.S. Foodservice currently accounts for about 10% of the food-service distribution market, trailing only Houston-based Sysco Corp.

"U.S. Foodservice has made some terrific progress in the last three years, and they are well-positioned to increase their marketshare in this very tough environment," says Gary Karp, executive vice-president of Technomic Inc., a food industry research firm in Chicago. "If you're going to be aggressive, that gives you the best opportunity to succeed."

U.S. Foodservice moved its headquarters to Rosemont from Columbia, Md., in 2008, a year after New York private-equity funds Clayton Dubilier & Rice Inc. and Kohlberg Kravis Roberts & Co. purchased the company from Royal Ahold N.V., the Dutch supermarket giant. Under Ahold, U.S. Foodservice grew rapidly through acquisitions of companies like Alliant Foodservice but also suffered an accounting fraud scandal that resulted in Ahold overstating U.S. Foodservice's revenue by \$880 million.

By summer, all 400 corporate employees will be based in Rosemont.

Steve Hendershot

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34	TRANSUNION LLC Chicago	(312) 258-1717 www.transunion.com	Siddharth N. "Bobby" Mehta President, CEO	\$1,050.0 -12.5%	1,050 3,600	Credit data and financial services
35	CC INDUSTRIES INC. Chicago	(312) 855-4000	William H. Crown President, CEO	\$1,010.0 -26.3%	225 4,600	Holding company for diversified manufacturing and real estate operations
35	NETWORK SERVICES CO. Schaumburg	(847) 803-4888 www.nsconline.com	Robert D. Mitchum President, CEO	\$1,010.0 6.0%	140 150	Member-owned organization of janitorial products, food-service disposables and packaging and printing materials distributors
37	INDALEX HOLDING CORP. Lincolnshire	(847) 810-3000 www.indalex.com	Timothy R. J. Stubbs President, CEO	\$960.0 -13.5%	15 2,700	Aluminum fabrication
38	NEWLY WEDS FOODS INC. Chicago	(773) 489-7000 www.newlywedfoods.com	Charles T. Angell President	\$939.3 17.3%	493 2,193	Manufacturer of food coatings and seasonings
39	DONLEN CORP. ³ Northbrook	(847) 714-1400 www.donlen.com	Gary Rappeport CEO	\$924.7 13.4%	260 270	Fleet leasing and management
40	A. T. KEARNEY INC. Chicago	(312) 648-0111 www.atkearney.com	Paul A. Laudicina Chairman, managing officer	\$910.0 15.9%	330 2,700	Management consulting
41	PHOENIX INTERNATIONAL FREIGHT SERVICES LTD. ⁷ Wood Dale	(630) 766-4445 www.phoenixintl.com	Stephane Rambaud President, CEO	\$865.4 16.5%	259 1,800	Logistics, transportation, customs brokerage
42	BOLER CO. Itasca	(630) 773-9111 www.hendrickson-intl.com	Matthew J. Boler President, CEO	\$860.0 -7.3%	150 3,600	Manufacturer of truck and trailer suspension systems
43	TRUSTMARK COS. Lake Forest	(847) 615-1500 www.trustmarkcompanies.com	David M. McDonough President, CEO	\$830.0 -6.7%	753 2,317	Health and life insurer, benefits administrator
44	CULLIGAN INTERNATIONAL CO. Rosemont	(847) 430-2800 www.culligan.com	Mark Seals President, CEO	\$780.5 4.8%	287 4,575	Residential and commercial water filtration systems
45	HUB INTERNATIONAL LTD. Chicago	(877) 402-6601 www.hubinternational.com	Martin P. Hughes Chairman, CEO	\$763.0 14.9%	280 4,684	Insurance brokerage
46	NUVEEN INVESTMENTS INC. Chicago	(800) 257-8787 www.nuveen.com	John P. Amboian Chairman, CEO	\$740.8 -10.2%	388 927	Investment services
47	MACLEAN-FOGG CO. Mundelein	(847) 566-0010 www.maclea-fogg.com	Barry L. MacLean CEO	\$730.0 4.3%	650 3,100	Manufacturer of engineered components for automotive and utility industries
48	INFORMATION RESOURCES INC., Chicago	(312) 726-1221 www.infores.com	John G. Freeland President, CEO	\$724.4 3.1%	634 3,600	Consumer, shopper and retail market information, analytics and technology
49	MIDLAND PAPER CO. Wheeling	(847) 777-2700 www.midlandpaper.com	E. S. Hooker III President, CEO	\$710.0 3.6%	160 370	Wholesale distributor of printing paper, packaging materials and supplies
50	OLD WORLD INDUSTRIES INC. Northbrook	(847) 559-2000 www.oldworldind.com	John Thomas Hurvis Chairman, CEO	\$705.0 -17.1%	180 312	Chemical manufacturer and consumer products marketer
51	FORSYTHE TECHNOLOGY INC. Skokie	(847) 213-7000 www.forsythe.com	William P. Brennan President, CEO	\$700.3 11.4%	420 890	Information-technology and business consulting
51	PANDUIT CORP. Tinley Park	(708) 532-1800 www.panduit.com	Jack E. Caveney Chairman, CEO	\$700.0 NC	1,200 4,000	Manufacturer of cable and electrical products for wiring and communications applications
53	AMERICAN HOTEL REGISTER CO., Vernon Hills	(847) 743-2000 www.americanhotel.com	Jim Leahy CEO	\$690.0 13.1%	800 1,100	Distributor of hotel supplies and services
54	FELLOWES INC. ² Itasca	(630) 893-1600 www.fellowes.com	James E. Fellowes Chairman, CEO	\$671.0 6.5%	651 2,875	Distributor of paper shredders, binding and laminating equipment, desktop accessories
55	BDO SEIDMAN LLP ^{7,6} Chicago	(312) 240-1236 www.bdo.com	Jack Weisbaum CEO	\$659.0 11.9%	202 3,020	Accounting
56	GRAYCOR INC. ⁵ Homewood	(708) 206-0500 www.graycor.com	Melvin Gray Chairman, CEO	\$649.0 -3.4%	400 1,400	Construction services
57	ELKAY MANUFACTURING CO. Oak Brook	(630) 574-8484 www.elkay.com	Timothy J. Jahnke President, CEO	\$640.0 -13.5%	325 3,500	Manufacturer of stainless-steel sinks, water coolers, wooden kitchen cabinets and faucets
58	CHAS. LEVY CO. LLC ¹ Oak Brook	(708) 356-3600 www.levybooks.com	Barbara Levy Kipper Chairman	\$638.0 2.1%	431 751	Book distributor
59	EDWARD DON & CO. North Riverside	(708) 442-9400 www.don.com	Steven R. Don President, CEO	\$613.0 -1.1%	470 1,068	Distributor of food-service equipment and supplies
60	WILTON PRODUCTS INC. Woodridge	(630) 963-7100 www.wilton.com	Richard T. Conti CEO	\$600.0 42.5%	770 1,200	Manufacturer of consumer products, housewares and home accessories
61	O'NEIL INDUSTRIES INC. Chicago	(773) 755-1611 www.weoneil.com	Rich Erickson President, CEO	\$592.0 7.4%	356 655	General contractor, construction manager
62	POWER CONSTRUCTION CO. LLC, Schaumburg	(847) 925-1300 www.powerconstruction.net	Jeff Karp President, CEO	\$584.0 4.3%	225 225	General contractor
63	NEW! F. H. PASCHEN, S. N. NIELSEN, Chicago	(773) 444-3474 www.fhpaschen.com	James V. Blair President	\$574.2 31.4%	240 266	General contractor, construction manager
64	WILLIAM BLAIR & CO. LLC Chicago	(312) 236-1600 www.williamblair.com	John R. Ettelson President, CEO	\$573.0 -17.8%	837 918	Investment banking, asset management, equity research, institutional and private brokerage, private capital
65	NEW! KENNY CONSTRUCTION CO., Northbrook	(847) 541-8200 www.kennyconstruction.com	John E. Kenny Jr. President, CEO	\$550.0 15.8%	400 560	Contractor and construction management company
66	S&C ELECTRIC CO. Chicago	(773) 338-1000 www.sandc.com	John W. Estey President, CEO	\$547.7 2.3%	1,841 2,334	Manufacturer of switching and protective products for electrical power transmission and distribution



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As paper biz shrinks, Midland tries other lines

In 2003, Wheeling-based Midland Paper Co. reinvented itself as Midland Paper Packaging & Supplies. The name change signaled a strategic shift that began to pay off last year.

Amid losses elsewhere in the industry, Midland posted 2008 revenue growth of 3.6% to \$710 million.

For many suppliers, rising paper and transportation costs and a shift to electronic communication have taken a bite out of revenue. As a result, the Institute for Trend Research, an economic consulting firm based in Concord, N.H., forecasts another bleak year for much of the industry.

Stephen Atkinson, an industry analyst at Toronto-based BMO Nesbitt Burns Inc., agrees. "The demand is down in North America for paper," he says. "There's a shrinking market, and companies are just waiting for it to come around."

Though packaging and other industry segments also are suffering, diversification has helped Midland bridge the gap left by losses in the paper business, says CEO E. S. Hooker III. Over the past five years, Midland has branched out to packaging supplies and equipment, publication printing, facilities supplies and consulting. While paper remains the big revenue driver, industrial services and products now account for 10% of sales and 20% of profit.

Midland works with suppliers like Neenah Paper Inc., 3M Co., Smurfit-Stone Container Corp., Kimberly-Clark Corp. and Newell Rubbermaid Inc. to serve thousands of customers nationwide from its sales and distribution locations in seven states.

Founded in 1907, Midland has grown since Mr. Hooker and Executive Vice-president Frank Morley purchased it in 1983, when the company generated annual revenue of \$14 million. In the past 25 years, it has acquired four paper companies.



Midland did not make any acquisitions in 2008, "but that's a good thing," Mr. Hooker says. Instead, he credits large inventories, an established distribution footprint and dedicated employees for the company's revenue surge.

Mr. Hooker says there are no plans for big changes in 2009.

"We plan to stay the course in what we anticipate will be a very difficult year," he says.

Anna-Louise Jackson

CRAIN'S LIST CHICAGO'S LARGEST PRIVATELY HELD COMPANIES

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67 TEMPEL STEEL CO. Chicago	(773) 250-8000 www.tempel.com	Vincent Buonanno Chairman, CEO	\$533.0 9.4%	801 1,686	Manufacturer of magnetic steel laminations
68 ALTER GROUP LTD. Skokie	(800) 637-4842 www.altergroup.com	Michael J. Alter President	\$522.8 -15.0%	144 168	Commercial real estate development
69 CENTRUM PROPERTIES INC. Chicago	(312) 832-2500 www.centrumproperties.com	Arthur Slaven, John McLinden, co-principals	\$510.0 -20.7%	60 80	Real estate development
70 CROWE HORWATH LLP ^{2,6,8} Oakbrook Terrace	(630) 574-7878 www.crowehorwath.com	Charles Allen CEO	\$492.7 7.7%	665 2,517	Accounting and consulting
71 MESIROW FINANCIAL HOLDINGS INC. ² , Chicago	(312) 595-6000 www.mesirowfinancial.com	James C. Tyree Chairman, CEO	\$492.0 9.3%	973 1,132	Investment management and services, insurance, investment banking, consulting, real estate
72 MAT HOLDINGS INC. Long Grove	(847) 821-9630 www.midwest-air.com	Steve W. Wang CEO	\$486.0 6.8%	155 988	Manufacturer of automotive parts, power equipment, fencing and lawn and garden products
73  SRAM LLC Chicago	(312) 664-8800 www.sram.com	Stanley R. Day Jr. President, CEO	\$479.0 26.1%	100 2,500	Bicycle parts manufacturer
74 DANIEL J. EDELMAN INC. ⁷ Chicago	(312) 240-3000 www.edelman.com	Richard W. Edelman President, CEO	\$471.2 10.8%	530 3,285	Public relations
75 SCHWARZ PAPER CO. Morton Grove	(847) 966-2550 www.schwarz.com	Andrew J. McKenna Sr. Chairman	\$465.0 3.3%	200 350	Printer, producer and distributor of packaging and promotional materials
76 SHURE INC. Niles	(847) 600-2000 www.shure.com	Santo A. LaMantia President, CEO	\$455.0 4.6%	800 2,000	Maker of microphones and audio electronics
77 KIMBALL HILL HOMES ILLINOIS LLC ¹ , Rolling Meadows	(847) 364-7300 www.kimballhillhomes.com	C. Kenneth Love President, CEO	\$450.0 -49.7%	75 400	Homebuilder
▶▶▶ Filed for Chapter 11 bankruptcy protection in April 2008					
78 TUTHILL CORP. Burr Ridge	(630) 382-4900 www.tuthill.com	James G. Tuthill Jr. Chairman, CEO	\$433.5 9.9%	188 2,247	Manufacturer of industrial equipment
79 PASQUINELLI Burr Ridge	(630) 455-5400 www.pasquinelli.com	Bruno A. Pasquinelli Chairman	\$430.0 -29.9%	110 550	Homebuilding, real estate development, construction and property management
80 McGRATH LEXUS/ACURA/HONDA/HYUNDAI Chicago	(773) 342-6300 www.mcgrathlexus.com	Michael J. McGrath President, CEO	\$422.0 -15.0%	500 500	Auto dealerships
81 SHELL VACATIONS LLC Northbrook	(847) 564-4600 www.shellvacationsclub.com	Sheldon H. Ginsburg Chairman, CEO	\$417.7 -4.4%	186 2,210	Time shares, real estate
82  NES RENTALS HOLDINGS INC., Deerfield	(773) 695-3999 www.nesrentals.com	Andrew P. Studdert Chairman, CEO	\$406.3 -4.5%	100 1,300	Aerial equipment rental for construction and industrial users
83 MAGELLAN DEVELOPMENT GROUP LLC Chicago	(312) 642-8869 www.magellanddevelopment.com	Joel M. Carlins James R. Loewenberg Co-chairmen, co-CEOs	\$399.0 -23.2%	72 72	Real estate development, management and related services
84 FIFIELD COS. Chicago	(312) 855-1600 www.fifieldco.com	Steven D. Fifield Chairman, CEO	\$391.8 -15.3%	16 23	Real estate development
85 BERLIN PACKAGING LLC Chicago	(312) 876-9292 www.berlinpackaging.com	Andrew T. Berlin Chairman, CEO	\$383.0 11.7%	103 261	Supplier of plastic, glass and metal packaging components
85 MAZZETTA CO. LLC Highland Park	(847) 433-1150 www.mazzetta.com	Thomas J. Mazzetta CEO	\$383.0 2.1%	23 27	Importer of frozen seafood
87 NORTH AMERICAN CORP. Glenview	(847) 832-4000 www.nacorporation.com	John A. Miller President, CEO	\$382.0 4.9%	365 385	Supplier of janitorial products and packaging
88 INTERMATIC INC. Spring Grove	(815) 675-2321 www.intermatic.com	David W. Schroeder President, CEO	\$373.0 -6.8%	375 2,078	Electrical manufacturing and electrical and lighting controls
89 TY INC. Westmont	(630) 920-1515 www.ty.com	H. Ty Warner Chairman, CEO	\$371.0 3.1%	250 600	Manufacturer of toys and collectibles
90 CONTINENTAL MOTORS GROUP Countryside	(708) 352-6000 www.continentalmotors.com	John F. Weinberger CEO	\$365.6 -5.9%	506 506	Auto dealerships
91 CLUNE CONSTRUCTION CO. Chicago	(312) 726-6103 www.clunegc.com	Michael T. Clune President	\$360.5 7.7%	132 160	General contractor
92 FORT DEARBORN CO. Elk Grove Village	(847) 357-9500 www.fortdearborn.com	Michael Anderson President, CEO	\$360.0 5.9%	425 1,400	Labels for food, beverage, spirits, personal-care and household products
93 PEACOCK ENGINEERING CO. Geneva	(630) 845-9400 www.peacockeng.com	Michael A. Bilder President, CEO	\$355.0 17.8%	1,600 1,600	Packaging for consumer food products
94 LETTUCE ENTERTAIN YOU ENTERPRISES INC., Chicago	(773) 878-7340 www.leye.com	Kevin J. Brown President, CEO	\$350.0 5.5%	3,300 5,800	Restaurant owner
94 MOTOR WERKS PARTNERS L.P. Barrington	(847) 381-8900 www.motorwerks.com	Paul Tamraz President, CEO	\$350.0 -18.6%	380 380	Auto dealerships
96 HARPO INC. Chicago	(312) 633-1000 www.oprah.com	Oprah G. Winfrey Chairman	\$340.0 -1.4%	453 477	Television and film production, publishing and new media
97 MERIDIAN GROUP INTERNATIONAL INC., Deerfield	(847) 964-2700 www.onlinemeridian.com	Ian J. Pye Chairman, CEO	\$339.0 1.5%	175 510	International information-technology solution provider and lessor
98 RELATIONAL LLC Rolling Meadows	(847) 818-1700 www.rts.com	Jeffrey Ehlers CEO	\$333.0 2.5%	119 360	Information-technology solution provider and lessor
99 EMKAY INC. ⁵ Itasca	(630) 250-7400 www.emkay.com	Greg L. Tepas President, CEO	\$331.0 5.4%	145 167	Vehicle leasing and fleet management



JUPITERIMAGES

Outside the box: Container maker is growing, hiring

Berlin Packaging LLC is doing something unusual these days: It's hiring.

As part of an initiative called "Operation Wolf-pack," the Chicago packaging supplier increased its salesforce by 25% in just 30 days and is planning another round of hiring later this year.

The expansion is possible in part because its revenue grew 11.7% last year to \$383 million. The company supplies more than 24,000 types of bottles, jars, pumps and tubes to 8,000 customers, including Abbott Laboratories Inc., Alberto-Culver Co., J. M. Smucker Co. and Neutrogena Corp.

Also fueling its gains are hot categories like energy drinks, salsa, vitamins and household cleansers—and insulation from the troubled automotive and construction industries.

For the past decade, Berlin has offered customers financing, design, consulting and global services, often free. These services demonstrate a commitment to innovation and development of services that add value to suppliers and customers, says Adam Fein, president of Pembroke Consulting Inc., a Philadelphia-based management consulting and advisory firm.

That, in turn, has helped Berlin weather the recession, CEO Andrew Berlin says. Prospective clients are taking advantage of free services, boosting the company's packaging business. For its part, Berlin boasts 50-plus months of more than 99% on-time delivery.

"People talk about customer satisfaction, but I think that sets the bar too low," Mr. Berlin says. "You have to set out to thrill a customer."

Anna-Louise Jackson

As audit clients turn away from Big Four, BDO rises

A raft of recent litigation doesn't appear to be deterring price-conscious audit clients from seeking the services of BDO Seidman LLP.

In fact, the Chicago-based accounting firm launched its first mass-media ad campaign in February, hoping to capitalize on its recent success in luring business away from the larger and more expensive Big Four accounting firms.

The ad campaign began just days after a former BDO partner pleaded guilty to tax evasion and conspiracy related to the marketing of tax-shelter products. That followed a December lawsuit that accuses BDO of

BDO Seidman is private company
#55
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negligence in the Bernard Madoff scandal. Then there's the 2007 Florida verdict in which BDO was ordered to pay \$521 million in damages in another negligence case; an appeal is pending. BDO CEO Jack Weisbaum declined interview requests.

Despite the legal snarls, BDO's business is growing. From 2005 to 2008, the firm's revenue grew 81% to \$659 million, fueled by an expanding consulting practice and traction with companies leaving the Big Four. Now the recession is causing

even more audit clients to shop around for firms like BDO and Chicago-based competitor Grant Thornton LLP.

"There are CFOs out there looking to cut costs who are saying a BDO audit is just as good as a Big Four audit, but without the sticker shock," says Allan Koltin, CEO and president of PDI Global Inc., a Chicago-based accounting industry consultancy. "This didn't used to happen until the last five or six years, and now in the last few months it's accelerating."

Steve Hendershot



BDO Seidman's "People who know, know BDO" ad, which was launched in February. It's the accounting firm's first mass-media ad campaign.

WHERE THE WORKERS ARE

FEWEST LOCAL EMPLOYEES

Indalex Holding Corp.	0.6% (15)*
Jordan Industries Inc.	0.9% (10)
TMB Industries LLC	1.0% (10)*
PRG Parking Management LLC	2.6% (23)
U.S. Foodservice Inc.	3.3% (865)
Reyes Holdings LLC	3.9% (400)
FreedomRoads LLC	4.0% (115)
Sram LLC	4.0% (100)
Baldwin Richardson Foods Co.	4.1% (9)
Goss International Inc.	4.2% (150)

BIGGEST LOCAL EMPLOYERS

2003

Employco Group Ltd.	4,890
Alden Management Services Inc.	3,039
Lettuce Entertain You Ent. Inc.	3,000
Hyatt Hotels Corp.	2,976
Addus Healthcare Inc.	2,853
Portillo's Restaurant Group Inc.	2,845
Marmon Group	2,500
Follett Corp.	2,400

2008

Employco Group Inc.	5,007
CDW Corp.	4,198
Global Hyatt Corp.	3,986
Alden Management Services Inc.	3,473
Portillo's Restaurant Group Inc.	3,469
Lettuce Entertain You Ent. Inc.	3,300
Tribune Co.	3,100*
Addus Healthcare Inc.	3,000

MOST EMPLOYEES WORLDWIDE

Global Hyatt Corp.	79,516
U.S. Foodservice Inc.	26,070
OSI Group LLC	20,000
Tribune Co.	14,000*
Addus Healthcare Inc.	12,000
Heico Cos. LLC	10,500
Reyes Holdings LLC	10,200
Koch Foods Inc.	10,000
Amsted Industries Inc.	9,600
Employco Group Inc.	8,111

*Crain's estimate

CRAIN'S LIST CHICAGO'S LARGEST PRIVATELY HELD COMPANIES



Terlato uncorks marketing push despite recession

Terlato Wine Group had an up year in 2008, but this year is presenting challenges.

The Lake Bluff-based company's niche is high-end wines. It produces the Rutherford Hill and Tangle Oaks labels, among others, and imports brands such as Mazzoni and Chapoutier.

Sales for high-end wines are difficult to track, says Ann Gilpin, an industry analyst at Morningstar Inc. in Chicago, but there's little doubt that the industry as a whole has been hit hard in this recession as consumers trade down to less expensive vintages.

"Lately, it's become really price-competitive," Ms. Gilpin says.

While bigger names in the liquor business have scaled back, Terlato has expanded its marketing and sales force, adding two new national sales positions in February.

"We think that provides us with a unique opportunity," says CEO William Terlato, 48. "Where they're creating a void, we want to step in and fill that void."

The company started in the 1950s when Anthony Terlato, now 73, opened a liquor store in Chicago.

Today, Terlato has a 12% share of the relatively small U.S. market for bottles priced at \$14 and up. The company had revenue of \$250 million in 2008, up 4.2% from 2007.

Elizabeth Carolin

	Company Headquarters	Phone Web site	Top executive	2008 revenue (millions); % change from 2007	Full-time local/worldwide employees	Type of business
100	LEOPARDO COS. ¹ Hoffman Estates	(847) 783-3000 www.leopardo.com	James A. Leopardo CEO	\$330.0 19.1%	367 375	Commercial construction, general contractor, construction manager, design-builder and development services
101	JOHNSON PUBLISHING CO. Chicago	(312) 322-9200 www.johnsonpublishing.com	Linda Johnson Rice Chairman, CEO	\$328.0 -27.6%	156 340	Publishing, television production, entertainment, cosmetics, consumer products
102	ASPEN MARKETING SERVICES INC., West Chicago	(630) 293-9600 www.aspenms.com	Patrick J. O'Rahilly President, CEO	\$325.5 8.1%	414 634	Marketing services agency handling direct, digital and event marketing capabilities
103	ACME REFINING SCRAP METAL CO. ⁹ , Chicago	(773) 523-4500 www.acmescrap.com	Larry Baron CEO	\$325.0 12.1%	334 334	Scrap metal processor and recycler
104	PARKSITE INC. Batavia	(630) 761-9490 www.parksite.com	George Pattee CEO	\$323.5 -28.3%	82 380	Sales, marketing and distribution of building products
105	FLYING FOOD GROUP LLC Chicago	(312) 243-2122 www.flyingfood.com	Sue Ling Gin Chairman, CEO	\$321.0 7.7%	454 3,311	Airline catering, prepared meals and snacks for grocery stores
105	IHC CONSTRUCTION COS. LLC, Elgin	(847) 742-1516 www.ihcconstruction.com	David J. Rock President	\$321.0 48.1%	300 300	General contractor, construction manager, design-builder, underground utility contractor
107	AIT WORLDWIDE LOGISTICS INC. ⁷ Itasca	(800) 669-4248 www.aitworldwide.com	Steven Leturno, Daniel Lisowski, co-founders	\$315.0 -3.7%	338 537	Transportation and logistics services provider
107	CLASSIC RESIDENCE BY HYATT Chicago	(312) 803-8800 www.hyattclassic.com	Penny S. Pritzker Chairman	\$315.0 -2.8%	289 2,493	Developer, owner and manager of senior living communities
107	DOALL CO. Wheeling	(800) 923-6255 www.doall.com	Michael L. Wilkie Chairman, president, CEO	\$315.0 NC	315 945	Industrial supplies distributor, machine tool manufacturer
110	BULLEY & ANDREWS LLC Chicago	(773) 235-2433 www.bulley.com	Allan E. Bulley Jr. Chairman, CEO	\$305.0 24.9%	450 450	General contractor
111	ABT ELECTRONICS INC. Glenview	(847) 967-8830 www.abt.com	Robert J. Abt CEO	\$300.0 NC	1,100 1,100	Retailer of consumer electronics and major appliances
111	ACCRETIVE HEALTH Chicago	(312) 324-7820 www.accretivehealth.com	Mary Tolan CEO	\$300.0 23.5%	150 500	Health care consultant
111	CARL BUDDIG & CO. ¹⁰ Homewood	(708) 798-0900 www.buddig.com	Robert J. Buddig CEO	\$300.0 NC	600 750	Maker of processed lunch and snack meats
111	VELUCHAMY ENTERPRISES INC. Downers Grove	(708) 449-2800 www.veluchamy.com	Pethinaidu Veluchamy Chairman, CEO	\$300.0 -7.7%	1,500 3,000	Direct marketing, banking, real estate
115	FERRARA PAN CANDY CO. Forest Park	(708) 366-0500 www.ferrarapan.com	Salvatore Ferrara II President, CEO	\$298.0 3.8%	650 1,125	Candy maker
116	BRADNER CENTRAL CO. ¹⁰ Elk Grove Village	(847) 290-8485 www.bradner.com	Richard S. Bull III Chairman, CEO	\$296.0 -3.6%	81 148	Paper distribution
117	SAFEWAY INSURANCE CO. Westmont	(630) 887-8300 www.safewayinsurance.com	William J. Parrillo Chairman	\$293.8 4.6%	90 443	Property and casualty insurance
118	SEATON CORP. Chicago	(312) 915-0700 www.seatoncorp.com	Michael Miles CEO	\$293.5 1.0%	194 279	Provides on-site staffing and contracted workforces
119	ALDEN MANAGEMENT SERVICES INC., Chicago	(773) 286-3883 www.thealdennetwork.com	Floyd A. Schlossberg President, CEO	\$289.4 12.7%	3,473 3,473	Senior health care provider
120	CHICAGO BEARS FOOTBALL CLUB INC., Lake Forest	(847) 295-6600 www.chicagobears.com	Theodore P. Phillips President, CEO	\$285.0 7.5%	130 130	Professional football team
121	GUARANTEE TRUST LIFE INSURANCE CO., Glenview	(847) 699-0600 www.gtlic.com	Richard S. Holson Jr. Chairman, CEO	\$281.6 NC	280 280	Life, accident and health, credit and special risk insurance
122	HILL MECHANICAL GROUP Franklin Park	(847) 451-5000 www.hillmech.com	Robert L. Krier President	\$280.3 7.8%	934 947	Heating, ventilating, air conditioning, plumbing and piping; building operations
123	HOSTMARK HOSPITALITY GROUP, Schaumburg	(847) 517-9100 www.hostmark.com	Constantine A. "Bud" Cataldo, chairman, CEO	\$276.0 -0.7%	1,265 3,750	Hotel and restaurant management
124	ADCO GLOBAL INC. Lincolnshire	(847) 282-3485 adcoglobal.com	John R. Knox President, CEO	\$275.0 1.9%	180 700	Manufacturer of sealants, tapes and coatings
125	ADVANCED EQUITIES FINANCIAL CORP., Chicago	(312) 377-5300 www.advancedequities.com	Dwight O. Badger CEO	\$272.0 -9.5%	66 471	Securities brokerage and private-equity firm specializing in technology companies
126	SEKO WORLDWIDE INC. Itasca	(630) 919-4800 www.sekoworldwide.com	William J. Wascher President, CEO	\$270.0 5.4%	190 215	Air and ground transportation and logistics
127	MERISANT WORLDWIDE INC. Chicago	(312) 840-6000 www.merisant.com	Paul R. Block Chairman, president, CEO	\$265.0 -8.7%	64 524	Maker of artificial sweeteners
▶▶▶ Filed for Chapter 11 bankruptcy protection in January						
128	LITTLE LADY FOODS INC. Elk Grove Village	(847) 806-1440 www.littleladyfoods.com	Daniel R. Scales CEO	\$260.8 9.9%	400 405	Frozen-food processor
129	COMPSYCH COS. Chicago	(312) 595-4000 www.compsych.com	Richard A. Chaifetz Chairman, CEO	\$260.0 9.2%	398 428	Employee assistance, behavioral health, wellness and work-life programs
129	JOE RIZZA ENTERPRISES INC. Orland Park	(708) 364-2200 www.rizzacars.com	Joe Rizza CEO	\$260.0 -10.3%	390 390	Holding company for auto dealerships; real estate, finance and insurance
131	CLARK NATIONAL INC. Elk Grove Village	(847) 956-1730 www.clarknational.com	Donald D. Hindman President, CEO	\$250.0 -29.0%	51 435	Wholesale distributor of food-service, janitorial and industrial supplies
131	JEL SERT CO. ¹⁰ West Chicago	(630) 231-7590 www.jelsert.com	Charles Wegner Kenneth Wegner Co-chairmen, co-CEOs	\$250.0 11.1%	750 750	Manufacturer of powdered soft drink mixes, juice drinks, ice pops and milk-flavoring straws
131	TERLATO WINE GROUP LTD. ² Lake Bluff	(847) 604-8900 www.terlatowines.com	Anthony J. Terlato Chairman	\$250.0 4.2%	119 292	Wine marketing and sales and wine production

IN BANKRUPTCY

FILED APRIL 2008
#77 Kimball Hill Homes Illinois LLC
'08 revenue: \$450 million*

FILED DECEMBER 2008
#8 Tribune Co.
'08 revenue: \$4.30 billion*

FILED JANUARY 2009
#28 Pliant Corp. '08 revenue: \$1.20 billion
#127 Merisant Worldwide Inc.
'08 revenue: \$265 million*

*Crain's estimates

Talk about toxic assets: Cleanup biz sees gold in hazardous waste

The Tameling family has found plenty of green in toxic waste.

In the 1950s, Ben Tameling began hauling manure and later garbage. After the Environmental Protection Agency was established, he founded SET Environmental Inc., in 1978, to dispose of toxic waste. The environmental services company is now in its third generation.

Last year, SET responded to 1,252 emergencies and 3,387 scheduled calls for hazardous waste disposal, industrial cleaning and mercury decontamination, generating revenue of \$54 million, up 13.7% from the year before. The Wheeling-based company's local customers include Exelon Corp., Nicor Inc., Peoples Gas, Abbott Laboratories Inc. and Northwestern University.

If Chicago gets the 2016 Olympics, SET hopes to be part of the action. As the hazardous waste contractor for the city's Department of Environment, the company will vie for a contract to decontaminate the shuttered Michael Reese Hospital, the planned site for the Olympic Village.

Emergency response is the "sexy" side of business, according to Chad Tameling, vice-president of sales and Ben Tameling's grandson. SET responds to three emergencies a day, on average, even fielding calls from the FBI. Past emergencies have included cleanup after floods, hurricanes and chemical spills, examining packages containing suspicious powders and using "CSI"-style forensics to determine which chemical a boy in Iraq had swallowed, ultimately saving his life.

SET also has carved out a niche in a growing market segment: compressed gas cylinders. The company operates a milk run of sorts to collect the cylinders, often from competitors, and recycle them for reuse. Larger companies tend to shy away from the business because of the risk of explosions and the attending liability, notes David Case, executive director of the Environmental Technology Council, a Washington, D.C.-based trade association for the hazardous waste industry.

Though SET deals with some dangerous substances, it takes more-calculated risks when it comes to expansion. Last year, it acquired a small environmental services company near Oklahoma City, and it's eyeing another acquisition this year, possibly in Milwaukee

or St. Louis. SET's goals reflect a broader industry trend, Mr. Case notes.

"The middle name of this industry is consolidation," he says.

Anna-Louise Jackson

Last year, SET responded to 3,387 scheduled calls for hazardous waste disposal, industrial cleaning and mercury decontamination.



JUPITERIMAGES

ONLINE

SET Environmental Inc. appears in the online-only list.

Get an extended list with 50 more companies at ChicagoBusiness.com/lists

TOP COMPANIES OVER THE LAST 20 YEARS

REVENUE IN BILLIONS

Year	Company	Revenue	Year	Company	Revenue
1989	Montgomery Ward & Co.	\$5.03	1999	Marmon Group	\$6.53
1990	Montgomery Ward & Co.	\$5.13	2000	Marmon Group	\$6.79
1991	Montgomery Ward & Co.	\$5.40*	2001	Marmon Group	\$6.40**
1992	Montgomery Ward & Co.	\$5.76	2002	Marmon Group	\$5.75
1993	Montgomery Ward & Co.	\$5.98	2003	Marmon Group	\$5.70
1994	Montgomery Ward & Co.	\$7.04	2004	Marmon Group	\$6.40
1995	Montgomery Ward & Co.	\$7.09	2005	Reyes Holdings LLC	\$7.27
1996	Montgomery Ward & Co.	\$6.62	2006	Reyes Holdings LLC	\$8.40
1997	Marmon Group	\$6.00	2007	Reyes Holdings LLC	\$9.70
1998	Alliant Foodservice Inc.	\$6.10	2008	U.S. Foodservice Inc.	\$19.80

*Crain's estimate **Company estimate

CRAIN'S LIST CHICAGO'S LARGEST PRIVATELY HELD COMPANIES

	Company Headquarters	Phone Web site	Top executive	2008 revenue (millions); % change from 2007	Full-time local/worldwide employees	Type of business
131	ZS ASSOCIATES INC. Evanston	(847) 492-3600 www.zsassociates.com	Jaideep Bajaj Managing director, CEO	\$250.0 11.1%	325 1,100	Consultant specializing in sales and marketing
135	CONTINENTAL ELECTRICAL CONSTRUCTION CO. , Skokie	(847) 677-1600 www.cecco.com	David A. Witz President	\$240.0 38.7%	610 610	Electrical and network technology contracting
135	STEINER ELECTRIC CO. Elk Grove Village	(847) 228-0400 www.steinerelectric.com	Harold Kerman CEO	\$240.0 -6.6%	455 516	Electrical and industrial supplies, automation products, motor repair, generator sales
135	VOLVO SALES & SERVICE CENTER INC. , Lisle	(630) 241-3000 www.auto-plaza.com	Horst Korallus President	\$240.0 -14.6%	410 410	Auto dealership
138	ED MINIAT GROUP INC. Homewood	(708) 957-3800 www.miniat.com	David J. Miniat President, CEO	\$238.0 3.5%	475 500	Manufacturer of processed meats and cooking oil
139	ORVAL KENT FOOD CO. , Wheeling	(847) 325-7500 www.orvalkent.com	Steven Silk President, CEO	\$235.0* 10.3%	210 779	Fresh prepared food manufacturer
140	PATRICK DEALER GROUP Schaumburg	(847) 605-4000 www.patrickcars.com	Hanley Dawson III Hanley Dawson IV Co-presidents, co-CEOs	\$232.0 -3.8%	398 398	Auto dealership
141	ADDUS HEALTHCARE INC. Palatine	(847) 303-5300 www.addus.com	Mark Heaney President, CEO	\$230.0 17.9%	3,000 12,000	Home health care services
142	BELGRAVIA GROUP LTD. Chicago	(312) 751-2777 www.belgraviagroup.com	Alan D. Lev President, CEO	\$228.7 188.5%	29 29	Homebuilder, mortgages, sales ▶▶▶ Greatest % increase in revenue
143	INTERNATIONAL PROFIT ASSOCIATES INC. , Buffalo Grove	(847) 808-5590 www.ipa-c.com	John R. Burgess Managing director	\$225.0 4.2%	1,627 1,695	Management consulting
144	PORTILLO'S RESTAURANT GROUP INC. ⁴ Oak Brook	(630) 954-3773 www.portillos.com	Richard J. Portillo President, CEO	\$220.3 8.8%	3,469 3,703	Operator of Portillo's Hot Dogs, Barnelli's Pasta Bowl, Key Wester Fish & Pasta House, Luigi's House
145	KREHER STEEL CO. LLC Melrose Park	(708) 345-8180 www.kreher.com	Joseph Druzak President, CEO	\$220.0 34.1%	50 160	Warehousing, distributing, and value-added processing of carbon and alloy steel products
146	UGN INC. Tinley Park	(773) 437-2400 www.ugnusa.com	Peter C. Anthony CEO	\$217.3 -9.1%	420 1,200	Designs and manufactures acoustic interior trim and thermal-management products for the auto industry
147	COLUMBIA PIPE & SUPPLY CO. Chicago	(773) 927-6600 www.columbiapipe.com	William D. Arenberg Chairman, CEO	\$216.0 2.9%	178 372	Distributor of industrial pipe, valves, fittings and plumbing equipment and supplies
148	UNITED SCRAP METAL INC. Cicero	(708) 780-6800 www.unitedscrap.com	Marsha Serlin CEO	\$215.4 24.8%	199 199	Metal buyer and recycler
149	ATLAS LIFT TRUCK RENTALS & SALES INC. ² Schiller Park	(847) 678-3450 www.atlaslift.com	Howard Bernstein Chairman, CEO	\$213.0 4.4%	378 390	Distributor of material handling equipment
150	WEBER-STEPHEN PRODUCTS CO. , Palatine	(847) 934-5700 www.weber.com	James Stephen President, CEO	\$212.0 11.6%	NA 1,155	Manufacturer of barbecue grills, operator of restaurants
151	MARKETING INNOVATORS INTERNATIONAL INC. ¹¹ Rosemont	(847) 696-1111 www.marketinginnovators.com	Lois M. LeMenager Chairman, CEO	\$210.3 23.5%	60 64	Incentive, recognition, loyalty and travel programs
152	DSC LOGISTICS INC. Des Plaines	(847) 390-6800 www.dsclogistics.com	Ann M. Drake CEO	\$210.0 NC	420 2,000	Third-party logistics and supply chain management
152	POTBELLY SANDWICH WORKS LLC , Chicago	(312) 951-0600 www.potbelly.com	Aylwin B. Lewis President, CEO	\$210.0 18.7%	1,050 3,000	Chain of sandwich shops
154	PLS FINANCIAL SERVICES INC. Chicago	(312) 491-7300 www.plsfinancial.com	Dan Wolfberg, Robert Wolfberg, co-presidents	\$209.7 38.1%	897 3,003	Check-cashing, micro-loan and tax preparation centers
155	CHICAGO WHITE SOX ¹⁰ Chicago	(312) 674-1000 www.whitesox.com	Jerry M. Reinsdorf Chairman	\$205.0 5.1%	140 400	Professional baseball team
155	GREAT KITCHENS INC. Romeoville	(815) 306-7159 www.gkitchens.com	Dennis M. Malchow CEO	\$205.0 64.0%	450 450	Manufacturer of pizza and appetizers for retail and food service
157	BERGLUND CONSTRUCTION CO. Chicago	(773) 374-1000 www.berglundco.com	Fred Berglund President, CEO	\$200.0 NC	400 400	Construction manager, general contractor and façade restoration specialist
157	BLUESTAR ENERGY SERVICES INC. , Chicago	(312) 327-0090 www.bluestarenergy.com	Guy H. Morgan III CEO	\$200.0 16.9%	30 80	Retail electric supplier
157	FCL BUILDERS LLC Itasca	(630) 773-0050 www.fclbuilders.com	Michael J. Boro President	\$200.0 24.2%	86 86	General contractor
157	GENOVIQUE SPECIALTIES CORP. ¹² , Rosemont	(847) 635-3430 www.genovique.com	Ross McMillan President, CEO	\$200.0 -4.8%	60 400	Specialty chemical maker
157	SIPI METALS CORP. Chicago	(773) 276-0070 www.sipimetals.com	Marion Cameron President	\$200.0 NC	145 150	Refiner of precious-metal scraps
157	TMB INDUSTRIES LLC Chicago	(312) 280-2565 www.tmbindustries.com	Thomas M. Begel Chairman	\$200.0 -20.0%	10 1,000	Private-equity firm focused on industrial manufacturers
157	WHITNEY AUTOMOTIVE GROUP ¹³ , Chicago	(312) 431-6000 www.jcwhitney.com	Thomas M. West President, CEO	\$200.0 NC	400 500	Catalog and Internet direct marketer of automotive parts and accessories
164	HARLEM FURNITURE LLC ¹ Lombard	(630) 261-1600 www.theroomplace.com	Bruce Berman CEO	\$198.0 2.6%	900 950	Furniture retailer
165	STARCON INTERNATIONAL INC. ⁷ Manhattan	(815) 478-4615 www.starcon.org	Michael J. Uremovich Chairman, CEO	\$190.2 -10.4%	187 1,231	Industrial maintenance, mechanical and turnaround contractor for petrochemical and petroleum refineries
166	RAJA FOODS LLC Skokie	(847) 675-4455 www.rajafoods.com	Rakesh Patel President	\$188.0 4.4%	100 450	Chain of 41 Indian groceries, importer of Indian foods



BRIAN FRITZ

Contractor may get boost from stimulus bucks

The Obama administration's stimulus plan, which is pumping federal dollars into construction projects around the country, could

give a lift to general contractors such as Chicago's F. H. Paschen, S. N. Nielsen Inc.

Paschen has more than 30 years of experience in the kinds of public-works projects that are

targeted by the stimulus plan. Its name has been on some of the largest Chicago-area construction projects in recent years, including the Chicago Transit Authority's Brown Line renovation and the reconstruction of Terminals 1 and 2 at O'Hare International Airport.

According to some analysts' forecasts, the frozen credit markets will thaw enough by 2010 to boost private investment in construction projects the following year. Until then, contractors such as Paschen, which have experience in the private sector but earn their bread and butter on public-works projects, are banking on a stimulus-backed boom.

"The stimulus pieces are the buoyant pieces of the construction market," says Kim Kennedy, manager of forecasting for McGraw-Hill Construction, a unit of publisher McGraw-Hill Cos., which tracks nationwide construction trends.

Paschen, which also has offices in Fort Lauderdale, Fla., and suburban Los Angeles, saw 2008 revenue rise 31.4% to \$574 million. CEO Frank Paschen declined requests for an interview.

Elizabeth Carolin

F.H. Paschen, S.N. Nielsen Inc. is private company #63 See Page 19 for more



Recession puts Portillo's on menu for more diners

The slowing economy is driving diners to more inexpensive places, benefiting family restaurants like Portillo's.

Portillo Restaurant Group saw its revenue increase 8.8% in 2008 to \$220 million.

"Similar to McDonald's, Portillo's is a limited-service concept with a high quality and a lower price point compared to full-service (restaurants), which puts them in a great position to provide value," says Darren Tristano, an executive vice-president at Chicago-based restaurant consultancy Technomic Inc.


Richard Portillo, 69, started the company in 1963 as a hot dog stand in Villa Park. Without franchising or investors, the company now has about 3,700 employees in 46 units, with four separate brands and a catering division. Some of those restaurants gross more than \$8 million annually, Mr. Portillo says.

The company is not heavily leveraged, Mr. Portillo says, and that's helped it keep prices from rising much. Since 2005, Portillo's—known for its Chicago-style hot dogs and Italian beef sandwiches—has opened two restaurants in California and one in Merrillville, Ind. But Mr. Portillo says he is watching the economy and will make conservative choices about whether to expand further.

"I'm not a publicly held company. I'm in no race with anybody," he says. "I will go at the speed in which I feel very comfortable."

John Biemer

CRAIN'S LIST CHICAGO'S LARGEST PRIVATELY HELD COMPANIES

Company Headquarters	Phone Web site	Top executive	2008 revenue (millions); % change from 2007	Full-time local/worldwide employees	Type of business
167 GOLD STANDARD ENTERPRISES INC. ⁴ , Skokie	(847) 933-7600 www.binnys.com	Michael Binstein CEO	\$183.0 10.9%	500 500	Operates 21 Binny's Beverage Depots
168 OPTIMA INC. Glencoe	(847) 835-8400 www.optimaweb.com	David C. Hovey President	\$180.0 -28.2%	40 100	Real estate development
169 TRAVELCLICK INC. Schaumburg	(847) 969-0820 www.travelclick.net	Robert Post President, CEO	\$178.6 15.7%	150 475	Reservations and marketing software for hotels
170 FIRST HOSPITALITY GROUP Rosemont	(847) 299-9040 www.fhginc.com	Stephen L. Schwartz Chairman	\$174.0 5.5%	1,431 2,886	Hotel management and development
171 NUTRASWEET CO. Chicago	(312) 873-5000 www.nutrasweet.com	Craig Petray CEO	\$171.0 1.8%	15 350	Food ingredient manufacturer
172 CAPITAL FITNESS INC. Big Rock	(630) 556-3731 www.xsportfitness.com	Steven Rayman Chairman, CEO	\$170.0 21.4%	3,000 3,500	Operator of 21 X Sport health clubs in Chicago, New York and Washington, D.C.
172 KLEIN TOOLS INC. Lincolnshire	(847) 821-5500 www.kleintools.com	Thomas R. Klein President	\$170.0 -4.5%	NA 1,000	Manufacturer of professional hand tools and protective equipment
174 MCZ DEVELOPMENT CORP. Chicago	(312) 573-1122 www.mczdevelopment.com	Michael J. Lerner President	\$168.5 -85.3%	18 60	Real estate developer ▶▶▶ Greatest % decrease in revenue
175  ROYAL BUYING GROUP INC., Lisle	(630) 353-7950 www.royalbuying.com	Michael E. Zielinski President, CEO	\$167.4 77.9%	42 42	Negotiates vendor programs for member gas stations
176 CAMPAGNA-TURANO BAKERY INC., Berwyn	(708) 788-9220 www.turanobakery.com	Umberto A. Turano President	\$166.4 25.1%	618 724	Baked goods
177 GAS DEPOT INC. ⁷ Morton Grove	(847) 581-0303 www.gasdepot.com	George Nedyakalayil President	\$165.9 17.0%	16 17	Wholesale distributor of petroleum products to retail, commercial and municipal entities ▶▶▶ Fewest worldwide employees
178 ROSE PACKING CO. ¹ Barrington	(847) 381-5700 www.rosepacking.com	Dwight Stiehl President	\$165.0 -2.4%	570 620	Pork processing
179 EDWARD HINES LUMBER CO. Buffalo Grove	(847) 353-7700 www.hineslumber.com	Gerald Wille President, CEO	\$163.0 -14.2%	360 600	Distributor and manufacturer of lumber and building products
180 NOVAK CONSTRUCTION CO. Chicago	(773) 278-1100 www.novakconstruction.com	John Novak President	\$160.0 -7.0%	80 80	General contractor
181 STEVE FOLEY AUTO GROUP Northbrook	(847) 564-4090 www.stevefoley.com	Stephen X. Foley Sr. Chairman, president, CEO	\$157.0 -10.8%	145 190	Auto dealerships
182 HAMMACHER SCHLEMMER & CO. Niles	(847) 581-8600 www.hammacher.com	Richard W. Tinberg CEO	\$153.0 -7.3%	75 300	Specialty retail catalog
182 GEORGE SOLLITT CONSTRUCTION CO., Wood Dale	(630) 860-7333 www.sollitt.com	Howard Strong President, CEO	\$153.0 4.8%	98 98	General contractor, construction manager ▶▶▶ Oldest company on the list: Founded in 1838
184 H2O PLUS L.P. Chicago	(312) 850-9283 www.h2oplus.com	Robert Seidl President, CEO	\$152.0 10.1%	115 300	Skin-care, spa, bath and body products
184 QST INDUSTRIES INC. Chicago	(312) 930-9400 www.qst.com	Thomas Allen Danch President, CEO	\$152.0 -7.9%	35 745	Manufacturer and distributor of pocketing and trim components for the apparel industry
186 CONVERGINT TECHNOLOGIES LLC, Schaumburg	(847) 620-5000 www.convergent.com	Daniel J. Mocerri Chairman, CEO	\$151.5 39.7%	70 710	Integrator of security, fire alarm, life-safety and building automation systems
187 GONNELLA BAKING CO. Chicago	(312) 733-2020 www.gonnella.com	Nick Marcucci President, CEO	\$151.0 30.2%	375 440	Manufacturer and distributor of fresh and frozen bakery products
188 WOZNIAK INDUSTRIES INC. Oakbrook Terrace	(630) 954-3400 www.wozniakindustries.com	Michael Wozniak President	\$150.0 11.1%	175 300	Manufacturer of forged, stamped, fabricated and machined metal components
189 WEBER MARKING SYSTEMS INC. Arlington Heights	(847) 364-8500 www.webermarking.com	Glenn C. Gilly President, CEO	\$149.0 -1.3%	300 590	Labeling and coding solutions
190 BIGGERS CHEVROLET/ISUZU INC., Elgin	(847) 742-9000 www.biggerschevy.com	Jim Leichter President, CEO	\$147.0 -10.9%	109 109	Auto dealership
191 TEMPERATURE EQUIPMENT CORP. ⁹ , Lansing	(708) 418-0900 www.tecmungo.com	R. F. "Skip" Mungo President, CEO	\$146.0 -5.4%	190 190	Wholesale distributor of heating, ventilation and air-conditioning products
192 CRAMER-KRASSEL Chicago	(312) 616-9600 www.c-k.com	Peter G. Krivkovich President, CEO	\$144.8 5.6%	249 511	Advertising, interactive and public relations services
193 MINER ENTERPRISES INC. ² Geneva	(630) 232-3000 www.minerent.com	David W. Withall Chairman, president, CEO	\$142.0 11.8%	150 330	Manufacturer of rail car, truck, industrial and materials-handling products
194 ASSOCIATED MATERIAL HANDLING INDUSTRIES INC. Carol Stream	(630) 588-8800 www.associated-allied.net	Michael B. Romano President, CEO	\$140.8 20.2%	175 360	Raymond Forklift distributor, forklift parts, service, rentals, storage, warehouse design
195 BALDWIN RICHARDSON FOODS CO., Frankfort	(815) 464-9994 www.brfoods.com	Eric G. Johnson President, CEO	\$140.0 13.8%	9 218	Manufacturer of liquid products, including signature sauces and condiments
195 EXECUTIVE CONSTRUCTION INC., Hillside	(708) 236-3300 www.ecibuild.com	John F. Blacketer President	\$140.0 7.7%	128 128	General contractor, construction manager
195 RAULAND-BORG CORP. ¹ Skokie	(847) 679-0900 www.rauland.com	Norman K. Kidder President, CEO	\$140.0 1.4%	308 548	Manufacturer and designer of integrated communication technology and services
195 TONY RIZZA ENTERPRISES Bridgeview	(708) 594-6400 www.rizzacars.com	Anthony V. Rizza President	\$140.0 -10.1%	175 175	Auto sales, banking, real estate, insurance
199 DUNKIN' DONUTS MIDWEST DISTRIBUTION CENTER INC. Mokena	(708) 478-1530 www.ddmwdc.com	Thomas L. Jensen Vice-president, general manager	\$137.5 21.4%	121 121	Food distributor to Dunkin' Donuts and Baskin Robbins in 13 Midwest states
200 BUTERA FINER FOODS INC. Elgin	(847) 741-1010 www.buteramarket.com	Paul Butera CEO	\$136.0 0.7%	800 800	Retail grocery chain



JUPITERIMAGES

Downturn pokes hole in pocket maker's pocket

When you reach into your pocket for loose change, you probably don't think about who made that pocket. But odds are pretty good it was one of Chicago's largest privately held companies: QST Industries Inc.

QST, which makes pocketing, waistbands and interlinings for such familiar clothing brands as Gap, Liz Claiborne and Levi's, was founded in 1880 to sell trimmings to Chicago's tailors and at-home sewers. It remains family-owned and -operated five generations later.

For about a century, QST made its products in Chicago, before shifting production to North Carolina and then spreading it to more than 30 countries worldwide. The company has about 750 employees and an estimated marketshare of three-quarters of the pre-manufactured pocketing sold in the world, says Jeff Carlevato, the company's chief operating officer and chief financial officer.

But the recent economic turmoil has caused instability in the retail apparel business: QST's revenue dipped 7.9% in 2008 to \$152 million. Mr. Carlevato expects that number to drop in 2009 to about \$140 million.

Overall, retail sales at clothing and accessories stores were down 10.3% in the year to January, according to U.S. Department of Commerce figures.

QST appears to be "performing pretty well in a very discretionary marketplace," says Steven Platt, director and research fellow at the Hinsdale-based Platt Retail Institute, which provides research and consulting to retailers. But he warns that the near-term outlook for apparel is "very weak."

The company has been looking to streamline operations and create partnerships to keep overhead down, Mr. Carlevato says.

In early 2008, it laid off 26 people at its Mocksville, N.C., plant as health insurance costs forced the company to shift more production to Mexico and the Dominican Republic. Also that year, the company opened a waistband factory in Morocco; it plans to open a new facility this year in Vietnam.

"I've got to say that QST's balance sheet is probably as strong as it's ever been, despite the economic downturn," Mr. Carlevato says.

John Biemer

Can maker's new bag: recyclable plastic containers

For more than 80 years, Central Can Co. has produced steel pails, cans, covers, plugs, lids and handles in its Chicago plant. But with the price of steel going up, the manufacturer has had to learn some new tricks.

This summer, it will begin producing a new line of 100% recyclable, all-plastic containers—Cen-Tite—that feature an easy-open and easy-pour design. The company began making plastic containers in 2005, and less than five years later, plastics account for 36% of total sales. It also plans to add a hybrid metal-plastic product to its lineup.

Central Can produces more than 600 types of containers for customers including Valspar Corp., Safety-Kleen Systems Inc.

and Ace Hardware Corp.

Plastic containers represent a “unique” but necessary shift for the manufacturer, CEO Terry Kline says.

When steelmakers imposed surcharges on raw materials last year, Central Can had no choice but to pass along higher prices. The product line, launched in December, has generated tremendous interest, Mr. Kline says.

“It’s really a reflection of what consumers want,” he says.

Last year, Central Can posted revenue of \$86 million, up 16.2% from the year before. In 2007, revenue shrunk by 1%, Mr. Kline says. Key to the turnaround: steel cans for vegetable oil.

As a contractor on a U.S. Department of Agriculture world food aid program, Central Can produced more than 22 million 4-liter vegetable oil cans last year for export to countries around the world.

Diversification is prudent given the slowdown in the construction industry and the company’s sensitivity to shifts in steel prices, says Robert Budway, president of the Washington, D.C.-based trade group Can Manufacturers Institute. But that doesn’t mean steel containers are a thing of the past.

“This economy is favoring the metal can, especially on the food side of the business,” Mr. Budway says.

Anna-Louise Jackson



WHERE THEY WERE THEN

A look back at the top privately held companies from five, 10 and 15 years ago.

2003

Company	Revenue (billions)
1 Marmon Group Inc.	\$5.70*
2 Topco Associates Inc.	\$4.60
3 Reyes Holdings LLC	\$4.30
4 Eby-Brown Co. LLC	\$3.70
5 Hyatt Hotels Corp.	\$3.60
6 Ace Hardware Corp.	\$3.16
7 Truserv Corp.	\$2.00
8 Follett Corp.	\$1.85
9 Walsh Group	\$1.73
10 Hyatt International Corp.	\$1.60

1998

Company	Revenue (billions)
1 Alliant Foodservice Inc.	\$6.10
2 Marmon Group	\$6.03
3 Truserv Corp.	\$4.33
4 Topco Associates Inc.	\$4.00
5 Montgomery Ward & Co.	\$3.63
6 Kemper Insurance Cos.	\$3.52
7 Hyatt Hotels Corp.	\$3.25
8 Ace Hardware Corp.	\$3.12
9 Eby-Brown Co. LLC	\$1.70
10 Hyatt International Corp.	\$1.50**



1993

Company	Revenue (billions)
1 Montgomery Ward & Co.	\$5.94
2 Marmon Group Inc.	\$4.30
3 Topco Associates Inc.	\$2.93
4 Hyatt Hotels Corp.	\$2.50**
5 Cotter & Co.	\$2.42
6 Ace Hardware Corp.	\$2.02
7 Dominick's Finer Foods Inc.	\$2.00
8 Eby Brown Co.	\$1.30
9 Hyatt International Corp.	\$1.19
10 Budget Rent A Car Corp.	\$1.12

Source: Crain's lists *Company estimate **Crain's estimate

Central Can Co. is private company #258 See Page 30 for more

CRAIN'S LIST CHICAGO'S LARGEST PRIVATELY HELD COMPANIES

Company Headquarters	Phone Web site	Top executive	2008 revenue (millions); % change from 2007	Full-time local/worldwide employees	Type of business
201 JAM PRODUCTIONS LTD. Chicago	(312) 266-6262 www.jamusa.com	Army Granat President	\$135.8 -5.3%	75 81	Concert promoter, live theatrical productions, corporate special events, exhibitions
202 CHICAGO BULLS ⁷ Chicago	(312) 455-4000 www.bulls.com	Jerry M. Reinsdorf Chairman	\$135.0 6.3%	85 85	Professional basketball team
202 HALLSTAR CO. ¹ Chicago	(312) 554-7400 www.hallstar.com	John J. Paro President, CEO	\$135.0 7.1%	79 121	Supplier of polymer additives and personal-care ingredients
204 NELSEN STEEL CO. L.P. Franklin Park	(847) 671-9700 www.nelsensteel.com	C. Davis Nelsen II Chairman, president, CEO	\$133.0 23.7%	90 101	Manufacturer of cold-finished bar steels
204 WILLIAM A. RANDOLPH INC. ² Gurnee	(847) 856-0123 www.warandolph.com	Anthony Riccardi Sr. President	\$133.0 -37.0%	80 80	Construction, general contractor
204 TURTLE WAX INC. Willowbrook	(630) 455-3700 www.turtlex.com	Denis John Healy Jr. CEO	\$133.0 6.4%	872 1,185	Manufacturer of automotive appearance and performance products, car wash operator
207 TANDEM PROFESSIONAL EMPLOYER SERVICES INC., Oak Brook	(630) 928-0510 www.tandemhr.com	Bruce Leon President, CEO	\$131.9 11.7%	1,980 2,307	Human resources
208 LIBERTYVILLE CLASSIC GROUP Libertyville	(847) 367-1700 www.lincolnmercurys.com	Daniel H. Marks President, CEO	\$131.0 -10.9%	160 160	Auto dealership
209 SUPERIOR GRAPHITE CO. Chicago	(312) 559-2999 www.superiorgraphite.com	Edward O. Carney President, CEO	\$130.2 25.0%	98 319	Graphite and carbon manufacturer
210 CUMMINS-ALLISON CORP. Mount Prospect	(847) 299-9550 www.cumminsallison.com	William Jones Chairman, CEO	\$130.0 -1.5%	400 1,100	Manufacturer of coin and currency sorters, counters, scanners and dispensers
211 JORDAN INDUSTRIES INC. Chicago	(847) 945-5591 jordanind.com	John W. "Jay" Jordan Chairman, CEO	\$127.2 -5.2%	10 1,114	Diversified manufacturer
212 HENRICKSEN & CO. ⁹ Itasca	(630) 250-9090 www.henricksen.com	Stephen E. McPartlin President	\$127.0 -9.9%	102 191	Contract office furniture dealer
213 INTERIOR INVESTMENTS LLC Lincolnshire	(847) 325-1000 www.interiorinvestments.com	Michael Greenberg Donald Shannon, co-principals	\$126.3 0.7%	112 152	Contract office furniture dealer
214 ARTHUR J. ROGERS & CO. Des Plaines	(847) 297-2200 www.arthurjrogers.com	William G. Schmitz President, CEO	\$125.5 0.4%	50 50	Commercial real estate
215 PROMOWORKS LLC Schaumburg	(847) 310-2600 www.promoworks.com	Michael C. Kent CEO	\$123.0 -19.3%	138 441	Marketing services
216 EMPLOYCO GROUP INC. Westmont	(630) 920-0000 www.employco.com	Robert A. Wilson CEO	\$122.6 -2.7%	5,007 8,111	Business process outsourcing ▶▶▶ Most local employees
217 ILLINOIS AUTO ELECTRIC CO. Aurora	(630) 862-3300 www.illinoisautoelectric.com	H. Bruce Sirotek Chairman, CEO	\$120.3 -1.4%	176 263	Sales and distribution of transportation, industrial and outdoor care products
218 GERBER PLUMBING FIXTURES LLC, Woodridge	(630) 754-0278 www.gerberonline.com	Michael Werner President, CEO	\$120.0 -0.3%	75 150	Manufacturer of vitreous china and cast-iron plumbing fixtures, special-finish faucets and fittings
218 MACHINERY SYSTEMS INC. Schaumburg	(847) 882-8085 www.machsys.com	Ronald J. Mager Chairman, president, CEO	\$120.0 2.6%	40 75	Distributor of machine tools, cutting tools and factory floor software
218 WORLD'S FINEST CHOCOLATE INC., Chicago	(773) 847-4600 www.worldsfinestchocolate.com	Edmond F. Opler Chairman, CEO	\$120.0 9.1%	400 400	Candy manufacturer
221 CLARK & WAMBERG LLC North Barrington	(847) 304-5800 www.clarkwamberg.com	Tom Wamberg President, CEO	\$118.0 10.5%	50 400	Management consulting
222 SCHUMACHER ELECTRIC CORP. Mount Prospect	(847) 385-1600 www.batterychargers.com	Donald A. Schumacher CEO	\$117.4 5.7%	61 1,000	Manufacturer of battery chargers, transformers and welders
223 HOLLY HUNT ENTERPRISES INC., Chicago	(312) 661-1900 www.hollyhunt.com	Holly A. Hunt CEO	\$117.0 -2.5%	165 245	Designer, manufacturer and distributor of interior furnishings
223 WRIGHTWOOD CAPITAL LLC Chicago	(312) 324-5900 www.wrightwoodcapital.com	Bruce R. Cohen Chairman, CEO	\$117.0 0.9%	64 75	Real estate finance and investment
225 SCHULZE & BURCH BISCUIT CO., Chicago	(773) 927-6622 www.schulzeburch.com	Kevin M. Boyle President, CEO	\$112.0 6.7%	400 400	Manufacturer and marketer of snacks and related products
226 TENG AFFILIATED COS. ¹⁴ Chicago	(312) 616-0000 www.teng.com	Ivan J. Dvorak President, CEO	\$108.3 -28.9%	337 416	Integrated design, construction and development services
227 SKENDER CONSTRUCTION CO. Palos Hills	(708) 430-8488 www.skender.com	Joseph Skender President	\$106.7 8.7%	60 60	General contractor
228 UPTOWN MOTORS INC. ¹⁵ Chicago	(773) 794-7100 www.marinocjd.com	Gregory A. Marino President	\$106.0 -10.9%	225 225	Auto dealership
229 RYAN BUILDING GROUP INC. Schaumburg	(847) 995-8700 www.ryanbldgrp.com	William J. Ryan, chairman, president, CEO	\$105.0 -50.9%	15 50	Homebuilder
229 VIENNA BEEF LTD. ⁹ Chicago	(773) 278-7800 www.viennabeef.com	James W. Bodman Chairman, CEO	\$105.0 2.6%	330 400	Food processor
231 A. EPSTEIN & SONS INT'L INC. Chicago	(312) 454-9100 www.epsteinglobal.com	John R. Patelski, James Jirsa, Michael Damore, executive managing directors	\$104.2 16.9%	164 307	Architecture, engineering, construction, interior design, graphic design
232 LOEBER MOTORS INC. Lincolnwood	(847) 675-1000 www.loebermotors.com	Michael Loeber President	\$104.0 -9.6%	145 145	Auto dealership
233  BLISTEX INC. Oak Brook	(630) 571-2870 www.blistex.com	David C. Arch Chairman, CEO	\$103.0 3.0%	NA 185	Maker and marketer of lip balm
234 SMITHBUCKLIN CORP. Chicago	(800) 539-9740 www.smithbucklin.com	Henry S. Givray Chairman, CEO	\$102.3 14.9%	464 710	Association management company
235  SENTINEL TECHNOLOGIES INC., Downers Grove	(630) 769-4300 www.sentinel.com	Dennis Hoelzer President, CEO	\$101.6 6.3%	295 413	Technology design, deployment, support and integration
236 L&D GROUP INC. Montgomery	(630) 892-8941 www.lyonworkspace.com	R. Peter Washington Chairman, CEO	\$101.0 -1.9%	143 576	Manufacturer and distributor of workplace equipment

Assn. manager, clients ride out storm together

There aren't many industries thriving in the current economic climate, but SmithBucklin isn't a typical business.

An association management company, SmithBucklin oversees every aspect of its non-profit clients' operations, from personnel to technology infrastructure.

Those clients are diverse, ranging from the American Academy of Cosmetic Surgery to the Popcorn Board—its first account, in 1949. According to CEO Henry Givray, associations tend to stay afloat even when the economy tanks, and that's one reason the Chicago-based company's revenue has remained strong.

The largest association management company in the world, SmithBucklin saw 2008 revenue rise 14.9% from a year earlier to \$102 million. The company is projecting growth of 3% to 5% in 2009.

Even so, Mr. Givray sees some potential speed bumps ahead.

"Our client organizations are facing challenges, and that translates to challenges for us," he says. "We're telling them they have to tighten their client budgets, since we manage them, which also impacts us."

For SmithBucklin, a potential upside of the recession is that tough times may prompt more non-profits to consider outsourcing functions—new business the company is pushing hard to capture, Mr. Givray says.

SmithBucklin isn't the only association manager looking to diversify in this way, says Andrea Bower, executive director of the AMC Institute, a trade group based in Philadelphia. Industry executives are asking "what other means are there to assist associations in raising dollars to offset a decline in dues—i.e., journals, educational seminars or webinars."

Liane Jackson

LARGEST COMPANY PER COUNTY

COOK U.S. Foodservice Inc., Rosemont	2009 revenue \$19.80 billion
LAKE CDW Corp., Vernon Hills	\$8.10 billion
KANE OSI Group LLC, Aurora	\$5.00 billion
DuPAGE Eby-Brown Co. LLC, Naperville	\$4.10 billion
WILL Central Grocers Inc., Joliet	\$1.43 billion
McHENRY Intermatic Inc., Spring Grove	\$373.0 million

Company Headquarters	Phone Web site	Top executive	2008 revenue (millions); % change from 2007	Full-time local/worldwide employees	Type of business
237 NEW! ADVANTAGE AUTO GROUP , Hodgkins	(877) 286-2809 www.advantagechev.com	Desmond Roberts President	\$100.0 -33.9%	150 150	Auto dealerships
237 BAIRD & WARNER INC. , Chicago	(312) 368-1855 www.bairdwarner.com	Stephen W. Baird President, CEO	\$100.0 -22.5%	207 207	Real estate brokerage; mortgage, title and home services
237 CHICAGO HEIGHTS STEEL⁹ , Chicago Heights	(708) 756-5619 www.chs.com	Frank L. Corral President	\$100.0 NC	300 300	Steel manufacturer
237 FLORSTAR SALES INC.¹ , Romeoville	(815) 836-2800 www.florstar.com	F. Wade Cassidy CEO	\$100.0 -18.7%	141 200	Wholesale distributor of floor coverings; provider of logistical services
237 PEER FOODS INC. , Chicago	(773) 927-1440 www.peerfoods.com	Larry O'Connell President	\$100.0 NC	20 200	Processor of meats for the food-service industry
242 TREASURE ISLAND FOODS INC. , Chicago	(773) 327-4265 www.tifoods.com	Christ Kamberos President, CEO	\$98.0 8.9%	570 570	Retail grocery chain
243 WALTER E. SMITHE FURNITURE INC. , Itasca	(630) 285-8000 www.smithe.com	Walter E. Smithe III President	\$96.9 -5.0%	450 450	Furniture retailer
244 NEW! RADIO FLYER INC. , Chicago	(773) 797-9133 www.radioflyer.com	Robert Pasin President, CEO	\$96.0 26.3%	70 100	Manufacturer of wagons, tricycles, scooters and other toys
245 OTTO ENGINEERING INC. , Carpentersville	(847) 428-7171 www.ottoexcellence.com	Thomas J. Roeser President	\$95.4 7.1%	534 534	Manufacturer of audio accessories for two-way radios and controls for electrical switching
246 NELSON WESTERBERG INC. , Elk Grove Village	(847) 437-2080 www.nelsonwesterberg.com	John R. Westerberg Chairman, CEO	\$95.3 7.3%	204 404	Corporate, office and industrial moving and storage services; records management
247 UNIVERSAL SCRAP METALS INC. , Chicago	(312) 666-0011 www.universalscrap.com	Philip L. Zeid President	\$95.0 -17.7%	68 68	Scrap metal recycler
248 GEORGE S. MAY INTERNATIONAL CO. , Park Ridge	(847) 825-8806 www.georgesmay.com	Israel Kushnir President	\$94.0 NC	425 900	Management consulting
249 ADDISON PROFESSIONAL FINANCE SEARCH LLC , Chicago	(312) 424-0300 www.addisonsearch.com	Joel M. Katz CEO	\$92.1 64.0%	367 1,029	Temporary and permanent staffing
250 SAYERS 40 INC. , Mount Prospect	(847) 391-4040 www.sayers.com	Gale E. Sayers President, CEO	\$92.0 -11.5%	35 51	Information technology products and services
251 PRG PARKING MANAGEMENT LLC , Chicago	(312) 753-1700 www.theparkingspot.com	Martin H. Nesbitt President, CEO	\$91.3 7.8%	23 891	Parking lot owner and manager
252 BLOCK & CO.⁷ , Wheeling	(847) 537-7200 www.blockandcompany.com	Kenneth Block Chairman	\$90.0 NC	300 370	Manufacturer and distributor of banking and cashing supplies

See Page 30 for more

UNDER NEW LEADERSHIP

Eleven private companies hired new top executives this year, half as many as last year.

6. RYERSON INC.

Stephen Makarewicz, CEO



Turf

26. CRATE & BARREL

Barbara A. Turf, CEO

32. TTX CO.

Thomas F. Wells, president, CEO



Conti

35. NETWORK SERVICES CO.

Robert D. Mitchum, president, CEO

42. BOLER CO.

Matthew J. Boler, president, CEO



Lewis

60. WILTON PRODUCTS INC.

Richard T. Conti, CEO

128. LITTLE LADY FOODS INC.

Daniel R. Scales, CEO

142. BELGRAVIA GROUP LTD.

Alan D. Lev, president, CEO

152. POTBELLY SANDWICH WORKS LLC

Aylwin B. Lewis, president, CEO

157. WHITNEY AUTOMOTIVE GROUP

Thomas M. West, president, CEO

265. GOLD EAGLE CO.

Marc Blackman, president, CEO

CRAIN'S LIST CHICAGO'S LARGEST PRIVATELY HELD COMPANIES

	Company Headquarters	Phone Web site	Top executive	2008 revenue (millions); % change from 2007	Full-time local/worldwide employees	Type of business
252	CHICAGO MEAT AUTHORITY INC. , Chicago	(800) 383-3811 www.chicagomeat.com	Jordan M. Dorfman President	\$90.0 20.0%	300 300	Meat processor
252	COMPACT INDUSTRIES INC. , St. Charles	(630) 513-9600 www.compactind.com	Dale Veronica Brown Chairman, CEO	\$90.0 -10.0%	94 94	Manufacturer of dry-food packaging
255	WISS JANNEY ELSTNER ASSOCIATES INC. , Northbrook	(847) 272-7400 www.wje.com	William J. Nugent Chairman, president, CEO	\$87.8 9.1%	195 450	Architecture, engineering, materials science
256	O'HARE AUTO GROUP , Des Plaines	(847) 297-5700 www.ohareautogroup.com	Kevin Mize President, CEO	\$87.3 -2.4%	125 125	Sales and service of Honda and Hyundai vehicles
257	NATIONAL VAN LINES INC. ⁹ , Broadview	(708) 450-2900 www.nationalvanlines.com	Maureen Beal Chairman, president, CEO	\$86.3 -2.4%	115 116	Mover of household goods
258	CENTRAL CAN CO. , Chicago	(773) 254-8700 www.centralcancompany.com	Terry Kline President, CEO	\$86.0 16.2%	216 216	Manufacturer of steel and plastic containers
259	ARROWSTREAM INC. , Chicago	(312) 267-4400 www.arrowstream.com	Steven LaVoie Chairman, CEO	\$85.2* 21.7%	80 85	Supply chain software and logistics
259	LANE INDUSTRIES INC. , Northbrook	(847) 498-6789 www.lanehospitality.com	Forrest M. Schneider President, CEO	\$85.2 2.4%	160 1,600	Holding company with interests in office products, hotel ownership and management, real estate development, agriculture
261	RICHCO INC. , Morton Grove	(773) 539-4060 www.richco-inc.com	Samantha Richardson Chairman, CEO	\$85.0 NC	150 500	Manufacturer of plastic fasteners and components
262	ADVANCE MECHANICAL SYSTEMS INC. ⁶ , Arlington Heights	(847) 593-2510 www.advmec.com	David M. Weiner President, CEO	\$84.0 -4.8%	340 340	Heating, ventilation, air conditioning, plumbing and service contractor
263	HINDA INC. ¹ , Chicago	(773) 890-5900 www.hinda.com	Michael Arkes President, CEO	\$83.1 19.4%	97 106	Developer and manager of incentive programs
264	EVANS FOOD GROUP LTD. , Chicago	(773) 254-7400 www.evansfood.com	Alejandro Silva CEO	\$81.6 2.0%	100 400	Snack-food manufacturer
265	GOLD EAGLE CO. ² , Chicago	(773) 376-4400 www.goldeagle.com	Marc Blackman President, CEO	\$81.0 1.3%	165 165	Manufacturer and marketer of automotive chemicals and additives
265	LEAPFROG ONLINE LLC , Evanston	(847) 492-1968 www.leapfrogonline.com	Dave Husain CEO	\$81.0 -4.8%	98 101	Digital direct marketing
265	PADDOCK PUBLICATIONS INC. , Arlington Heights	(847) 427-4300 www.dailyherald.com	Douglas K. Ray President, CEO	\$81.0 -13.1%	700 700	Publisher of the <i>Daily Herald</i> and <i>Reflejos Bilingual Journal</i> ; host of three Web sites
268	KELSO-BURNETT CO. , Rolling Meadows	(847) 259-0720 www.kelso-burnett.com	James R. Kostek Chairman, CEO	\$80.3 0.1%	384 384	Electrical and communications contractor

See Page 27 for more



JUPITERIMAGES

Drop in fliers gives parking biz air sickness

Off-site airport parking operator PRG Parking Management LLC has seen its business nearly grounded in the past seven months.

The Chicago-based company's remote lots offer an alternative to pricey airport parking, but PRG hasn't been immune to the struggling economy. The airport parking business lives and dies by the number of travelers heading in and out of the nation's airports.

"It's been a tough year," concedes CEO Martin Nesbitt, whose company does business as The Parking Spot LLC. "But it's a good opportunity to focus



on how to run your business better. We'll emerge, I think, with a higher-margin business when we come out of this downturn."

Mr. Nesbitt founded PRG in 1998, in partnership with Global Hyatt Corp.'s Penny Pritzker. PRG owns or manages 19 airport parking lots across the country. Revenue rose 7.8% in 2008 to \$91.3 million. For 2009, PRG predicts revenue will decline by 10.3%.

Even so, operators such as PRG, with many lots in many cities, are at an advantage, says Shawn Conrad, executive director of the International Parking Institute, a trade group based in Fredericksburg, Va.

"These companies like PRG are highly sophisticated, really well-run," Mr. Conrad says. "They're able to weather storms better than some of these operators trying to do it on their own, with higher man-hour costs."

Liane Jackson

Company Headquarters	Phone Web site	Top executive	2008 revenue (millions); % change from 2007	Full-time local/worldwide employees	Type of business
269 NEW WORLD VAN LINES INC. Chicago	(773) 685-3399 www.newworldvanlines.com	Shirley Marx Chairman	\$79.5 4.5%	137 491	Mover of household goods and storage
270 CHARLES INDUSTRIES LTD. Rolling Meadows	(847) 806-6300 www.charlesindustries.com	Joseph T. Charles Sr. President	\$78.5 0.6%	90 500	Manufacturer of telecommunications, marine and industrial electrical products
271 BELT RAILWAY CO. OF CHICAGO, Bedford Park	(708) 496-4000 www.beltrailway.com	Patrick J. O'Brien President	\$76.7 -2.0%	485 485	Operator of an intermediate switching railroad
272  MICRODYNAMICS GROUP, Naperville	(630) 527-8400 www.microdgm.com	Thomas F. Harter Sr. Chairman, CEO	\$76.3 141.0%	150 180	Billing and statement processing, mailing and electronic presentation
273 W. S. DARLEY & CO. Itasca	(708) 345-8050 www.darley.com	Paul C. Darley President	\$76.2 12.8%	70 217	Manufacturer and distributor of firefighting equipment
274 INTEC GROUP INC. Palatine	(847) 358-0088 www.intecgrp.com	Steven M. Perlman President, co-CEO	\$76.0 -7.3%	150 850	Designer and manufacturer of electro-mechanical components and assemblies
274 WINDY CITY WIRE CABLE & TECHNOLOGY PRODUCTS LLC Bolingbrook	(630) 633-4500 www.smartwire.com	Richard Galgano CEO	\$76.0 8.6%	86 118	Distributor and manufacturer of wire and cable; distributor of electrical devices
276 MORGAN SERVICES INC. Chicago	(312) 346-3181 www.morganservices.com	Richard J. L. Senior Chairman, CEO	\$75.6 0.8%	129 890	Linen and uniform rental, laundry services
277  INITIATE SYSTEMS INC. Chicago	(312) 759-5030 www.initiatesystems.com	Bill Conroy President, CEO	\$75.4 51.1%	100 300	Provider of data management software
278 FSH COMMUNICATIONS LLC Chicago	(312) 269-9937 www.fshcommunications.com	Donald V. Goens President, CEO	\$75.0 5.5%	8 180	Telecommunications

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Crain's list of largest privately held companies, while the most comprehensive, does not claim to be a complete list of private companies in the Chicago area because of the right of such companies to withhold information. Information for this list is provided by the companies, and Crain's takes their word for sales and employee figures, except where noted. The definition of privately held companies for this list includes cooperatives and those that are not majority owned by another public or private company and that have their headquarters in the six-county region: Cook, DuPage, Kane, Lake, McHenry and Will. Revenue figures are for calendar year, and employee totals are as of 12/31/08, unless otherwise noted. Crain's estimates shown in gray. * Company estimate. NA: Not available. NC: No change. 1. Fiscal year ends in September. 2. Fiscal year ends in March. 3. Fiscal year ends in August. 4. Fiscal year ends in July. 5. Fiscal year ends in February. 6. Figures include only U.S. operations and not international membership firms. 7. Fiscal year ends in June. 8. Previously listed as Crowe Group LLP; name changed 9/08. 9. Fiscal year ends in April. 10. Fiscal year ends in October. 11. Fiscal year ends in January. 12. Previously listed as Velsicol Chemical Corp.; name changed 11/08. 13. Previously listed as Automotive Speciality Accessories & Parts Inc. 14. Fiscal year ends in November. 15. Previously listed as Lynch Auto Group.

*Edited by Michelle Evans
Researched by Allison Riggio,
Michelle Evans, Matthew Carmichael, H. Lee Murphy
and Crain's reporting staff*

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