

# CRAIN'S LIST: LARGEST FAMILY-OWNED BUSINESSES

Ranked by 2007 revenue

	Company name Address Phone; Web site	Revenue 2007	Revenue 2006	Percent change	Year founded First generation owner	Family members in management with relation to the first generation owner	Percent of business family-owned	Type of business
1.	<b>Guardian Industries Corp.</b> 2300 Harmon Road, Auburn Hills 48326 (248) 340-1800; www.guardian.com	\$5,750.0 <sup>①</sup>	\$5,000.0 <sup>①</sup>	15.0%	1932 William Davidson	Ralph Gerson, executive vice president, nephew	NA	Manufacturer of glass, automotive and building products
2.	<b>Kelly Services Inc.</b> 999 W. Big Beaver Road, Troy 48084 (248) 362-4444; www.kellyservices.com	5,667.6	5,546.8	2.2	1946 William Russell Kelly	Terence Adderley, son, chairman	NA <sup>②</sup>	Staffing services
3.	<b>Ilitch companies</b> 2211 Woodward Ave., Detroit 48201 (313) 983-6600; www.ilitchcompanies.com	1,800.0	1,600.0	12.5	1959 Michael and Marian Ilitch	Christopher Ilitch, president and CEO, Ilitch Holdings Inc., son; Atanas Ilitch, president, Olympia Development, son	100%	Food, sports & entertainment industries. Companies include: Little Caesars Pizza, Olympia Entertainment, Detroit Red Wings, BlueLine Foodservice Distribution, Champion Foods, Olympia Development, Uptown Entertainment, and Little Caesar Pizza Kit Fundraising Program. Michael Ilitch owns the Detroit Tigers. Marian Ilitch owns MotorCity Casino and Hotel
4.	<b>Plastipak Holdings Inc.</b> 41605 Ann Arbor Road, Plymouth 48170 (734) 455-3600; www.plastipak.com	1,621.9	1,491.9	8.7	1967 William P. and Mary Young	William C. Young, CEO and President, son	90	Plastic containers for household goods
5.	<b>Barton Malow Co.</b> 26500 American Drive, Southfield 48034 (248) 436-5000; www.bartonmalow.com	1,406.8	1,377.4	2.1	1924 Ben Maibach Jr.	Ben Maibach III, president and CEO, son; Doug Maibach, vice president of corporate affairs, son; Sheryl Maibach, chief marketing officer, daughter; Ryan Maibach, vice president of specialty contracting, grandson	NA	Construction services

This list of family-owned businesses is an approximate compilation of the largest such businesses based in Wayne, Oakland, Macomb, Washtenaw and Livingston counties. It is not a complete listing but the most comprehensive available. Unless otherwise noted, the companies provided the information. NA= not available.

<sup>①</sup> Crain's estimate.

<sup>②</sup> Terence Adderley owns or controls 93 percent of Kelly Services' Class B shares, the only shares with voting power. Mr. Adderley also owns 13 percent of the company's nonvoting Class A stock.

LIST RESEARCHED BY ANNE MARKS, DOUGLAS BROWN AND JOANNE SCHARICH