

Case Study

Sector: Industrial



Pipelining Project Multiple Executive Hires

PCC is a leading worldwide, diversified manufacturer of complex metal components and products. PCC serve the aerospace, power, and general industrial markets. Headquartered in Portland, Oregon, this \$11-billion plus company employs more than 29,500 people worldwide, has over 160 plants and has a presence in twenty-six states in the US and in over a dozen countries. It is relentless in its dedication to be a high-quality, low-cost, and on-time producer, delivering the highest value to its customers and shareholders while continually pursuing strategic, profitable growth. PCC is a high-quality business with dominant positions in most segments of the markets in which it serves and has a history of superior earnings growth with the fourth best performing stock in the S&P 500 during the last decade.





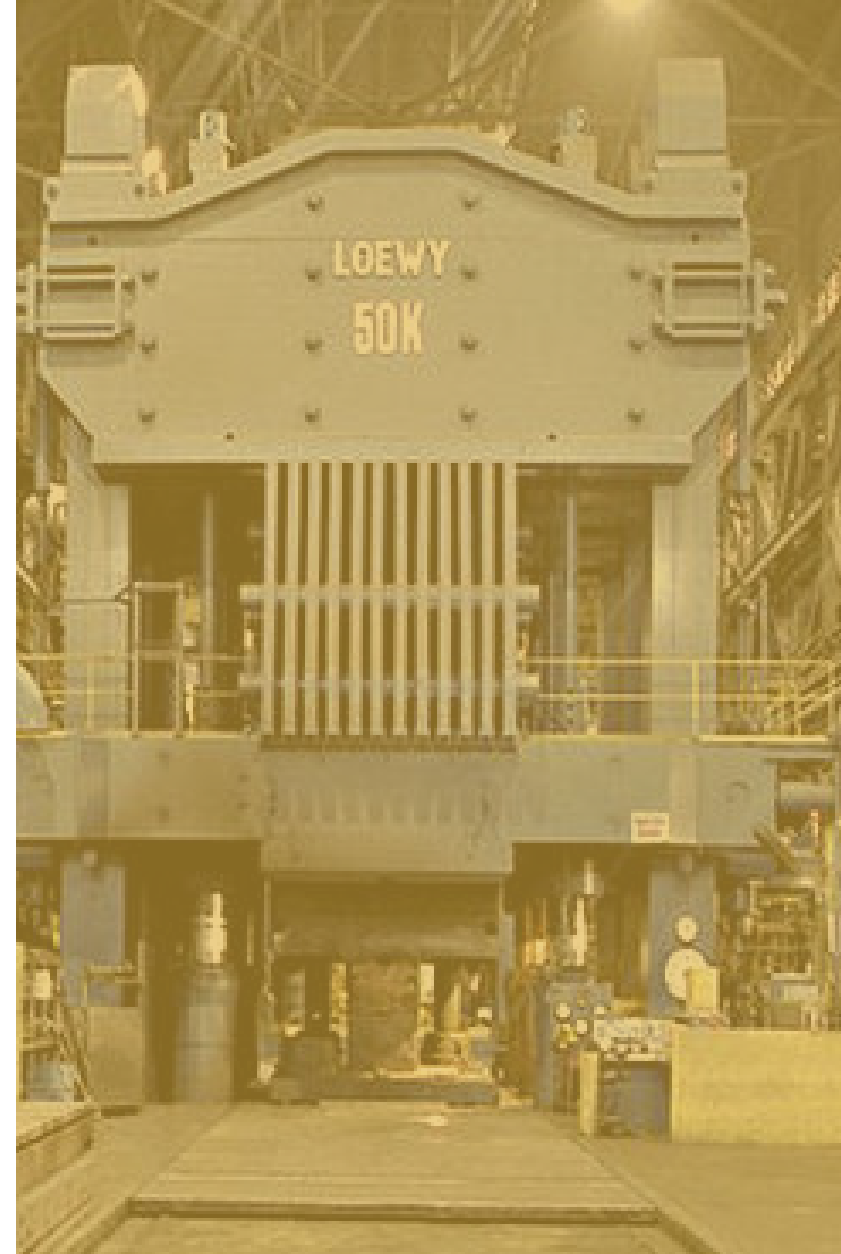
What was the challenge?

Holmes Noble was initially engaged by Timet UK, a \$450M PCC subsidiary during a migration from a publicly listed business (NYSE) to an independently led organisation following the acquisition by Warren Buffets, Berkshire Hathaway. Over the course of five years Holmes Noble became the strategic talent partner in Europe for the broader PCC businesses until the Covid pandemic impacted this project.

The Berkshire Hathaway acquisition resulted in a culture change requirement which was multi-faceted. On one hand there was a significant requirement to drive heightened customer centricity and on the other PCC had developed a high accountability management culture where the leadership style was resulting in burnout and retention issues. With expanding volumes across all European subsidiaries, growing arrears and heightened customer scrutiny, Holmes Noble were engaged to pipeline and secure EVP, VP & functional leaders that would inspire confidence and enable and empower the subsidiary management team to meet their ongoing objectives and contribute to the cultural transformation.

What did we do

Holmes Noble's team commenced a series of market mapping and talent pipelining projects covering Aerospace and Automotive Manufacturers, Metal Processing and Precision Engineered Components. These key projects covered two grading levels, with base salary ranges of £100,000 - £200,000. Functional areas included Finance, Commercial, Quality, Technical & Engineering, Operations and General Management.



What were the results?

Our research team developed an ongoing and engaged talent pool for each discipline where technical experience formed the baseline for identification, but inclusion was warranted only when the candidates displayed the requisite behaviours and leadership competencies. Candidates were engaged and assessed on driving engagement, collaboration, coaching and mentoring, heightening custom centricity and developing high performing teams. During the course of the initial 24 month project the following placements were taken from developed pipelines as searches were switched on, resulting in significantly reduced time to hire given Holmes Noble's deep knowledge of the candidate landscape.





- Senior Vice President, Aerostructures £190K + Package
- Managing Director, Castings £185K + Package
- Finance Director, EMEA Specialty Metals £160K + Package
- Plant Director, Tube £140K + Package
- Vice President Operations, Fasteners £135K + Package
- Plant Director, Fan Blades £125K + Package
- Finance Director, Specialty Metals £120K + Package
- Director Engineering & Quality, Aerostructures £110K + Package
- Ongoing Talent Solutions

Having successfully supplied the required leadership complement Holmes Noble went on to support with the recruitment of a further 14 additional senior appointments.

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