

Alaska's Largest 100 Private Employers

The Trends 100

By Neal Fried and Holly Stinson

The Alaska Economic Trends 100 in 1993 was again headed by the Carrs grocery chain with 3,212 employees—the only private sector employer in the state with more than 3,000 employees. (See Table 1.) The second, third and fourth runners-up were Atlantic Richfield (ARCO), Providence Hospital and Alyeska Pipeline Service Co., respectively.

Top 10 firms shuffle rankings

Below the top four rankings there was some shuffling. Trident Seafoods slipped from fourth place in 1992 to seventh in 1993. The oil field service company VECO moved from the state's ninth ranking employer to number five in the state just slipping past British Petroleum (BP). VECO's work force grew in 1993 and BP downsized. This switch was not altogether an isolated event. The oil producers are choosing to contract more of their work out to others and VECO is one of those beneficiaries—a trend which is likely to accelerate in the future.

Alaska Airlines, the tenth largest employer in 1992, switched places with Mark Air in 1993. Alaska Airline's employment fell slightly while Mark Air's grew. National Bank of Alaska—the most geographically dispersed company listed—slipped a notch from seventh place to eighth. Employment in the bank grew, but not as fast as other firms. One interesting fact to note is that all top ten employers in the state had more than 1,000 employees in 1993—a first since the inception of this inventory in 1986.

Below par performance for the first time

For the first time, employment growth for Alaska's largest employers lagged behind the rest of the private sector. In 1993 the Trends 100 employment grew by less than half a percent, compared to 2.4% for the entire private sector economy. At least some if not most of the explanation for this change is that the industries which did not perform well in 1993—oil, seafood and timber—

appear frequently in the Trends 100. For example, employment with BP and ARCO fell in 1993. The fish processing sector, well represented in this list, had a lackluster year. And it was a rough year for the state's timber industry which is dominated by large players such as Alaska Pulp and Ketchikan Pulp. Although these two firms lost employment in 1993, both are still listed. All three of these industries are disproportionately represented by large employers. (See Figure 1.)

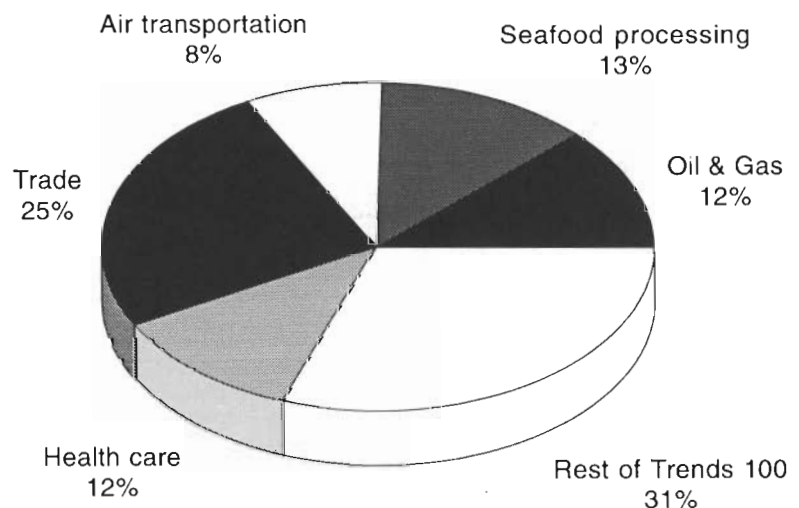
Big firms pay more

As a rule the state's biggest employers pay higher wages than the rest of the private sector. The overall average monthly wage for this group was \$3,087 versus \$2,495 for the private sector as a whole. Although the 100 firms employed 30% of the private sector,

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Figure • 1

Five Industries have 2/3 of Trends 100 Jobs



Source: Alaska Department of Labor, Research & Analysis Section.

Alaska's 100 Largest Private Employers—1993

Rank	Firm Name	Employment	Headquarters or Largest Work Site	Business Activity
1	Carr Gottstein Foods	3,212	Anchorage	Retail-grocery
2	ARCO Alaska	2,516	Anchorage	Oil & Gas Production
3	Providence Hospital	1,996	Anchorage	Hospital
4	Alyeska Pipeline Service Co.	1,282	Anchorage	Pipeline
5	VECO	1,261	Anchorage	Oil Field Services
6	BP Exploration (Alaska)	1,254	Anchorage	Oil & Gas Production
7	Trident Seafoods	1,229	Akutan	Seafood Processing
8	National Bank of Alaska	1,180	Anchorage	Banking
9	Fred Meyer	1,118	Anchorage	Retail-general merchandise
10	Mark Air	1,045	Anchorage	Air Carrier
11	Alaska Airlines	975	Anchorage	Air Carrier
12	Safeway Stores	941	Anchorage	Retail-grocery
13	First National Bank of Anchorage	855	Anchorage	Banking
14	UniSea	824	Unalaska	Seafood Processing
15	Ketchikan Pulp Co.	814	Ketchikan	Pulp & Lumber Products
16	Fairbanks Memorial Hospital	784	Fairbanks	Hospital
17	Alascom	735	Anchorage	Telephone Communications
18	Icicle Seafoods	731	Petersburg	Seafood Processing
19	Westmark Hotels	714	Anchorage	Hotel
20	Alaska Pulp Corp.	675	Sitka	Pulp & Lumber Products
21	Federal Express	644	Anchorage	Air Courier Services
22	Alaska Regional Hospital	595	Anchorage	Hospital
23	Union Oil of California	581	Anchorage	Oil & Gas Production
24	JC Penney	565	Anchorage	Retail-general merchandise
25	Sears Roebuck & Co.	562	Anchorage	Retail-general merchandise
26	All Alaskan Seafoods	561	Kodiak	Seafood Processing
27	Tanana Chiefs Conference	554	Fairbanks	Social Services
28	Alaska Petroleum Contractors	553	Anchorage	Oil Field Services
29	ERA Aviation	545	Anchorage	Air Carrier
30	Pizza Hut	545	Anchorage	Retail-eating establishment
31	McDonalds	536	Anchorage	Retail-eating establishment
32	Alaska USA Federal Credit Union	529	Anchorage	Credit Union
33	Yukon Kuskokwim Health Corp.	515	Bethel	Health Care
34	Payless Drug Stores	509	Anchorage	Retail-general merchandise
35	Anchorage Daily News	503	Anchorage	Newspaper

Alaska's 100 Largest Private Employers—1993

Rank	Firm Name	Employment	Headquarters or Largest Work Site	Business Activity
36	Ogden Facility Management of Alaska	494	Anchorage	Facilities Management
37	Southeast Alaska Regional Health	492	Juneau	Health Care
38	Spenard Builders Supply	491	Anchorage	Trade-lumber products
39	Alaska Commercial Co.	480	Anchorage	Retail-general merchandise
40	ARA Leisure Services	458	Fairbanks	Retail-caterer
41	Costco	456	Anchorage	Retail-general merchandise
42	Norquest Seafoods	447	Ketchikan	Seafood Processing
43	Peak Oilfield Service Co.	436	Prudhoe Bay	Oil Field Services
44	Kmart	435	Anchorage	Retail-general merchandise
45	NANA/Marriott Joint Venture	428	Anchorage	Retail-caterer
46	Piquiniq Management	426	Amchitka	Facilities Support
47	Peter Pan Seafoods	418	King Cove	Manufacturing
48	Cook Inlet Processing	410	Nikiski	Seafood Processing
49	Chugach Electric Association	405	Anchorage	Electric Utility
50	United Parcel Service	382	Anchorage	Courier Services
51	Key Bank of Alaska	369	Anchorage	Banking
52	PACE (Sam's Club)	369	Anchorage	Retail-general merchandise
53	Wards Cove Packing Co.	368	Naknek	Manufacturing
54	Hotel Captain Cook	366	Anchorage	Hotel
55	Nordstrom	360	Anchorage	Retail-general merchandise
56	Salvation Army	356	Anchorage	Social services
57	Lamonts	345	Anchorage	Retail-apparel
58	Norton Sound Health Corp.	342	Nome	Health Care
59	Anchorage Hilton Hotel	338	Anchorage	Hotel
60	Tesoro Northstore (7-11)	337	Anchorage	Retail-grocery
61	Hope Cottages	337	Anchorage	Residential Care
62	Fishing Co. of Alaska	337	Seward	Seafood Processing
63	Sea-Land Freight Service	335	Anchorage	Shipping & Warehousing
64	Cominco Alaska	330	Red Dog	Mining
65	Burger King	327	Anchorage	Retail-eating establishments
66	Our Lady of Compassion Care Center	327	Anchorage	Health Care
67	HC Price	327	Anchorage	Construction
68	Valley Hospital	321	Palmer	Hospital
69	Reeve Aleutian Airways	320	Anchorage	Air Carrier
70	Denali Foods/Taco Bell	318	Anchorage	Retail-eating establishments

Alaska's 100 Largest Private Employers—1993

Rank	Firm Name	Employment	Headquarters or Largest Work Site	Business Activity
71	Mark Air Express	317	Anchorage	Air Carrier
72	Alyeska Seafoods	315	Unalaska	Seafood Processing
73	North Pacific Processors	314	Cordova	Seafood Processing
74	Mayflower Contract Services	309	Anchorage	Bus Charter Services
75	Maniilaq Association	309	Kotzebue	Social Services
76	E & S Diversified Services	305	Anchorage	Maintenance Services
77	Matanuska Telephone Association	295	Palmer	Communications
78	Central Peninsula General Hospital	286	Soldotna	Hospital
79	Bristol Bay Area Health Corp.	286	Dillingham	Health care
80	Westward Seafood	274	Unalaska	Seafood Processing
81	Martin Marietta Op. Support	273	Anchorage	Radar station operator
82	Ketchikan General Hospital	273	Ketchikan	Hospital
83	International Seafoods	268	Kodiak	Seafood Processing
84	Alaska Sales & Service	262	Anchorage	Motor Vehicle Dealer
85	Peninsula Airways	262	Anchorage	Air Carrier
86	GCI Communications	257	Anchorage	Telephone Communications
87	Anchorage Cold Storage	253	Anchorage	Wholesale-grocery
88	Laidlaw Transit	246	Anchorage	Bus charter services
89	Mapco Express	243	Anchorage	Retail-gas stations
90	Norcon	238	Fairbanks	Oil Field Services
91	Pool Arctic Alaska	235	Anchorage	Oil Field Services
92	AK Spec Ed & Training (ASETS)	233	Anchorage	Sheltered workshop/voc. rehab.
93	Northwest Airlines	232	Anchorage	Air Carrier
94	Sheraton Anchorage Hotel	230	Anchorage	Hotel
95	King Crab	225	Kodiak	Seafood Processing
96	Silver Bay Logging	223	Cube Cove	Logging
97	Alaska Hotel Properties (Princess)	219	Denali Park	Hotels
98	Enstar Natural Gas	218	Anchorage	Natural Gas Distribution
99	Westours Motorcoaches	217	Anchorage	Transportation-passenger
100	Telephone Utilities of the Northland	215	Anchorage	Telephone Communications
TOTAL TRENDS 100 EMPLOYMENT		53,759		

Note: Based on 1993 average employment. Firms with identical employment ranked by unrounded employment.

Source: Alaska Department of Labor, Research & Analysis Section

Trends 100 by Industry

	1993 Employment		1993 Employment
CONSTRUCTION		SERVICES (cont.)	
HC Price	327	Other services	
FINANCE, INSURANCE & REAL ESTATE		E & S Diversified Services	305
First National Bank of Anchorage	855	Maniilaq Association	309
National Bank of Alaska	1,180	Hope Cottages	337
Key Bank of Alaska	369	Tanana Chiefs Conference	554
Alaska USA Federal Credit Union	529	Salvation Army	356
MANUFACTURING		Ogden Facility Management of Alaska	494
Other manufacturing		Piquiniq Management	426
Anchorage Daily News	503	AK Spec Ed & Training (ASETS)	233
Union Oil of California	581	TRADE	
Seafood processing		Eating & drinking	
King Crab	225	ARA Leisure Services	458
North Pacific Processors	314	Burger King	327
Peter Pan Seafoods	418	Denali Foods/Taco Bell	318
Wards Cove Packing Co.	368	McDonalds	536
All Alaskan Seafoods	561	NANA/Marriott Joint Venture	428
Alyeska Seafoods	315	Pizza Hut	545
Icicle Seafoods	731	Other retail	
International Seafoods	268	Spenard Builders Supply	491
Norquest Seafoods	447	Alaska Commercial Co.	480
Cook Inlet Processing	410	Costco	456
Trident Seafoods	1,229	Fred Meyer	1,118
UniSea	824	JC Penney	565
Westward Seafood	274	Kmart	435
Fishing Co. of Alaska	337	Nordstrom	360
Wood products		PACE (Sam's Club)	369
Silver Bay Logging	223	Sears Roebuck	562
Alaska Pulp Corp.	675	Carr Gottstein Foods	3,212
Ketchikan Pulp Co.	814	Safeway Stores	941
MINING		Tesoro Northstore (7-11)	337
Hard Rock Mining		Alaska Sales & Service	262
Cominco Alaska	330	Mapco Express	243
Oil & Gas		Lamonts	345
ARCO Alaska	2,516	Payless Drug Stores	509
BP Exploration (Alaska)	1,254	Wholesale	
Pool Arctic Alaska	235	Anchorage Cold Storage	253
Alaska Petroleum Contractors	553	TRANSPORTATION, COMMUNICATION, UTILITIES	
Norcon	238	Air transportation	
VECO	1,261	Alaska Airlines	975
Peak Oilfield Service Co.	436	ERA Aviation	544
SERVICES		Mark Air	1,045
Health care		Mark Air Express	317
Southeast Alaska Regional Health Corp.	492	Northwest Airlines	232
Our Lady of Compassion Care Center	327	Peninsula Airways	262
Bristol Bay Area Health Corp.	286	Reeve Aleutian Airways	320
Central Peninsula General Hospital	286	Federal Express	644
Fairbanks Memorial Hospital	784	Communication & Utilities	
Alaska Regional Hospital	595	Alascom	735
Ketchikan General Hospital	273	GCI Communications	257
Norton Sound Health Corp.	342	Matanuska Telephone Association	295
Providence Hospital	1,996	Telephone Utilities of the Northland	215
Valley Hospital	321	Martin Marietta Op. Support	273
Yukon Kuskokwim Health Corp.	515	Chugach Electric Association	405
Hotels		Enstar Natural Gas	218
Alaska Hotel Properties (Princess)	219	Other transportation	
Anchorage Hilton Hotel	338	Westours Motorcoaches	217
Hotel Captain Cook	366	Laidlaw Transit	246
Sheraton Anchorage Hotel	230	Mayflower Contract Services	309
Westmark Hotels	714	Sea-Land Freight Service	335
		United Parcel Service	382
		Alyeska Pipeline Service Co.	1,282

Source: Alaska Department of Labor, Research & Analysis Section.

T a b l e • 3

Trends 100 Newcomers

Alaska Hotel Properties (Princess)
 King Crab
 Kmart
 Laidlaw Transit
 Mapco Express
 Martin Marietta Op. Support
 Norcon
 Pool Arctic Alaska
 Silver Bay Logging
 Westours Motorcoaches

Source: Alaska Department of Labor, Research & Analysis Section

they paid out \$2 billion in wages in 1993, representing 37% of all private sector payroll.

Trends 100 firms located everywhere in the state

Although the largest work site or headquarters for 66 of these employers is Anchorage, their employees are spread around the state. Nine of the ten biggest employers' largest work sites or headquarters are in Anchorage but most employ people elsewhere in the state. Providence Hospital is the only top ten firm with all of their employees in Anchorage. On the other hand, National Bank of Alaska has offices in 37 communities in the state. Most of the employers who are headquartered or have their largest work site outside of Anchorage are in fish processing or health care.

Retail trade dominates employment

In 1993, one quarter of all *Trends* 100 employment was in trade—up from 24% in 1992. It is no surprise that trade's share is on the rise given the dramatic new entry and growth in retail over the past year. Not only did many of the veteran trade employers on the roll grow, but there were also a number of new players. The largest of the new players in trade was Kmart, ranked 44 with 435 employees. Another new player was Mapco Express, an aggressive service station operator which opened up new outlets around the state. A number of other retailers enjoyed strong growth, such as Fred Meyer and Pizza Hut.

Trade's slice of the *Trends* 100 may be the largest, but their share of all trade employment is relatively small compared to the other industries. Only 29% of the state's trade employment was represented by the state's biggest employers. This is because there are at least 3,600 retail trade establishments in the state—many of them only have a few employees.

Oil and gas maintains presence

Unlike retail, the oil and gas players in the *Trends* 100 dominate their industry. A full 68% of this industry's workers are with the employers on the list. The oil and gas indus-

T a b l e • 4

**Trends 100 Movers
 (Firms moving up 10 or more ranks from 1992)**

ARA Leisure Services
 Costco
 Denali Foods/Taco Bell
 HC Price
 International Seafoods
 Norquest Seafoods
 Norton Sound Health Corp.
 PACE (Sam's Club)
 Peak Oilfield Services

Source: Alaska Department of Labor, Research & Analysis Section

try maintained their share of all employment. Producer companies like ARCO and BP trimmed their staff, but others such as Pool Arctic Alaska, VECO, and Norcon grew. The new partnership agreements instituted by the producers during the past two years are part of the reason why some oilfield service companies are enjoying spurts of strong growth.

Although the oil and gas industry represents only 12% of all employment in the *Trends* 100, its share of the payroll is 27%. From a payroll standpoint, the oil and gas industry's presence is felt considerably more than its employment because its average wage is so much higher. Their average monthly wage was \$6,851 compared to \$3,087 for all of the firms listed.

Construction, mining down to one

As a result of the 1993 closure of the Greens Creek Mine in Juneau, mining lost one of its two employers in the *Trends* 100. Cominco, which operates the Red Dog mine in the Northwest Arctic Borough, is now the lone mining representative.

The construction industry is again represented by one employer, HC Price. HC Price is one of the prime contractors doing pipeline rehab work for Alyeska. One reason why there are so few construction contractors is because of the seasonal nature of the industry. During the summer season many contractors employ in excess of 200 employees; but over the span of a 12-month period few ever break the 200 barrier.

Air transportation gains slightly

All the air transporters who made 1992's list were back in 1993. A few lost a bit of ground and others made some gains. Federal Express grew the most. Their employment went from 568 in 1992 to 644 in 1993. Their ranking also increased by four places.

Health care is big in services

Health care providers are responsible for the largest slice of services. The labor intensive nature of health care explains why they are so prevalent among the state's biggest employers—particularly hospitals. The health

care industry is labor intensive as nearly all of these institutions run three shifts. Unlike the past, however, overall employment did not grow in 1993. Hotels and lodging and nonprofit social service agencies such as the Salvation Army round out most of the rest of services.

Seafood processors lose some ground

Fourteen seafood processors made the list in 1993. One of them, King Crab, is a newcomer. Two others, International Seafoods and Norquest Seafoods, moved up more than ten rankings. As a group, however, they lost their momentum of past years. In fact, a majority of these processors employed fewer workers in 1993, as did the entire industry. A slowdown in the bottomfish boom is dampening the demand for workers.

Old standbys round out the financial sector

The three banks and one credit union which comprise the financial sector in the *Trends* 100 are identical with last year's line up. All but one of them grew in 1993. A healthier housing market and lots of mortgage activity kept this sector busy and healthy in 1993.

We would like to thank the 100 employers who participated in this year's study for their cooperation, which made this article possible.

Definitions and Explanations

Employment data were obtained from the unemployment insurance reports which every employer in the state with one or more employees must file. Employment figures reported are the total number of people working during the payroll period that includes the 13th of each month (regardless of how many hours they worked).

Annual average employment is calculated by adding the 13 monthly figures reported to the Alaska Department of Labor on the Employer's Quarterly Report and dividing the total by 12.

Total employment of a parent company will not be captured, and therefore not appear in the *Trends* 100, if subsidiaries file unemployment insurance reports under separate employer account numbers.

Confidentiality laws protect employment information. Therefore, it was necessary to receive written permission from each employer to publish employment data.