

Alaska's Largest 100 Private Employers in 1995

The Trends 100

by Neal Fried and Brigitta Windisch-Cole

For the past five years, Carr Gottstein Foods has topped the list of Alaska's largest employers. In 1995, the employment count at Carr's stood at 3,222, putting it in a league of its own. In fact, the runner up was Providence Hospital, which came in just shy of 2,000. Given this lead, Carr's is likely to top the list for many years to come.

Half of the top ten are there a decade later

The 1995 *Trends* 100 firms are listed in Table 1. From year-to-year, this roll call of Alaska's largest employers remains relatively unchanged. For loyal, long-term *Trends* readers, this ranking will have a familiar look. For example, since this register was first assembled in 1985 (*Trends* 50), five of the top 10 firms are still in this group. (See Table 6.) They include Carr's, Providence Hospital, and National Bank of Alaska. The remaining two are connected to the state's oil patch and are the state's largest oil industry employers, British Petroleum (BP) and Atlantic Richfield (ARCO).

These perennial five are not the only big employers in the state that show up on this list year after year. Sixty-seven of the firms that made this year's *Trends* 100 were also on the first *Trends* 100 in 1989.

Alaska Airlines makes top ten—oil industry slips

In 1995, only one new employer broke into the top 10 group. The closure of MarkAir and continued growth in the visitor industry helped propel Alaska Airlines, with its 1,254 employees, from 11th place in 1994 into the number-seven spot. A tough year for employment in Alaska's oil patch caused some shifting as well. The one employer to slip out of this group was Alyeska Pipeline Service Company. It fell to 11th place after losing approximately 200 of its employees.

Providence Hospital traded places with ARCO in 1995, putting the hospital in the runner-up position. Downsizing at ARCO in 1995 caused it to slip to third place. Most of the other shifts among the top 10 were small.

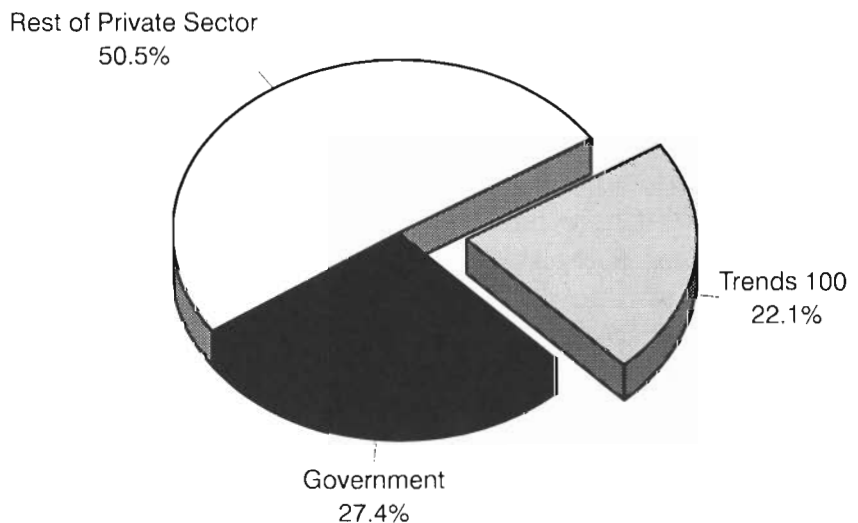
There were nine newcomers this year

In spite of the relative permanence of Alaska's largest firms, there were nine newcomers. (See Table 3.) Two of these newcomers previously would have been on the *Trends* 100 list, but they opted to be excluded from this publication in previous years. The newcomers represent a variety of industries. Personnel supply services companies represent the biggest group of firms. Their presence among Alaska's largest employers is not surprising, given the strong growth in the demand for temporary help and the contingency segment of the workforce. The

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Figure • 1

The Trends 100 Firms Employ A Large Workforce



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

Alaska's 100 Largest Private Employers 1995

Rank	Firm Name	Employment	Headquarter or Largest Work Site	Business Activity
1	Carr Gottstein Foods	3,222	Anchorage	Grocery
2	Providence Hospital	1,998	Anchorage	Hospital
3	ARCO Alaska	1,974	Anchorage	Oil & Gas Production
4	Fred Meyer	1,781	Anchorage	Grocery/General Merchandise
5	VECO	1,504	Anchorage	Oil Field Services/Construction
6	Wal-Mart/Sam's Club	1,257	Anchorage	General Merchandise
7	Alaska Airlines	1,254	Anchorage	Air Carrier
8	Trident Seafoods	1,248	Akutan	Seafood Processing
9	National Bank of Alaska	1,172	Anchorage	Banking
10	BP Exploration	1,147	Anchorage	Oil & Gas Production
11	Alyeska Pipeline Service Company	1,083	Anchorage	Pipeline Transportation
12	Alaska Petroleum Contractors	1,006	Anchorage	Oil Field Services
13	Fairbanks Memorial Hospital	973	Fairbanks	Hospital
14	Safeway Stores	942	Anchorage	Grocery
15	Kmart	908	Anchorage	General Merchandise
16	First National Bank of Anchorage	860	Anchorage	Banking
17	Ketchikan Pulp Mill	850	Ketchikan	Pulp & Lumber Products
18	Tyson Seafood Company	723	Kodiak	Seafood Processing
19	Federal Express	717	Anchorage	Courier Service
20	Alaska USA Federal Credit Union	691	Anchorage	Credit Union
21	Union Oil of California (Unocal)	674	Anchorage	Petroleum Products
22	Alaska Regional Hospital	672	Anchorage	Hospital
23	Ocean Beauty Seafoods	662	Kodiak	Seafood Processing
24	Yukon Kuskokwim Health Corporation	652	Bethel	Health Care
25	UniSea	650	Dutch Harbor	Seafood Processing
26	Alaska Commercial Company	625	Anchorage	Grocery, General Merchandise
27	Westmark Hotels	615	Anchorage	Hotel
28	Icicle Seafoods	612	Petersburg	Seafood Processing
29	ATT/Alascom	612	Anchorage	Telephone Communications
30	Sears Roebuck	604	Anchorage	General Merchandise
31	ERA Aviation	574	Anchorage	Air Carrier
32	J C Penney Company	563	Anchorage	General Merchandise
33	Tanana Chiefs Conference	555	Fairbanks	Social Services/Health Care
34	Peter Pan Seafoods	540	King Cove	Seafood Processing
35	Cook Inlet Processing	531	Nikiski	Seafood Processing
36	Spenard Builders Supply	531	Anchorage	Trade-Lumber Products
37	Peak Oilfield Services	517	Prudhoe Bay	Oil Field Services
38	Anchorage Daily News	515	Anchorage	Newspaper

Alaska's 100 Largest Private Employers 1995

Rank	Firm Name	Employment	Headquarter or Largest Work Site	Business Activity
39	Pizza Hut	508	Anchorage	Eating Establishment
40	Ogden Facility Management	506	Anchorage	Facilities Management
41	Costco	491	Anchorage	General Merchandise
42	Piquiniq Management Corp.	486	Anchorage	Facilities Management
43	HC Price	483	Anchorage/Fairbanks	Pipeline Services/Construction
44	Southeast Alaska Regional Health Corp.	482	Juneau	Health Care
45	Alyeska Resort	464	Girdwood	Hotel/Resort
46	Hotel Captain Cook	454	Anchorage	Hotel
47	Maniilaq Association	447	Kotzebue	Social Services/Health Care
48	GCI Communications	413	Anchorage	Telephone Communications
49	NANA/Marriott Joint Venture	412	Anchorage	Catering
50	Norquest Seafood Company	407	Ketchikan	Seafood Processing
51	Wards Cove Packing Company	399	Naknek	Seafood Processing
52	Chugach Electric Association	399	Anchorage	Utility Company
53	Nabors Alaska Drilling	381	Anchorage	Oil & Gas Well Drilling
54	Laidlaw Transit	381	Anchorage	Bus Charter Services
55	Denali Foods /Taco Bell	378	Anchorage	Eating Establishment
56	Westward Seafood	370	Unalaska	Seafood Processing
57	United Parcel Service (UPS)	368	Anchorage	Courier Service
58	Anchorage Hilton Hotel	358	Anchorage	Hotel
59	Cominco Alaska	357	Red Dog/NW Arctic Bor.	Mining
60	Sea-Land Freight Service	354	Anchorage	Shipping & Warehousing
61	Kinn Enterprises, dba McDonalds	350	Anchorage	Eating Establishment
62	Tesoro Northstore Company (7-11)	347	Anchorage	Retail/Gas Station
63	Norton Sound Health Corporation	345	Nome	Health Care
64	North Pacific Processors	345	Kodiak	Seafood Processing
65	Nordstrom	345	Anchorage	Department Store
66	Silver Bay Logging	344	Juneau	Logging
67	Hope Cottages	343	Anchorage	Residential Care
68	Aramark Leisure Services	339	Fairbanks	Catering/Concessionaire
69	MarkAir Express	336	Anchorage	Air Carrier
70	Lamonts	335	Anchorage	Apparel
71	International Seafoods	334	Kodiak	Seafood Processing
72	Providence Extended Care Center	333	Anchorage	Health Care
73	Key Bank of Alaska	332	Anchorage	Bank
74	Valley Hospital	330	Palmer	Hospital
75	Burger King	324	Anchorage	Eating Establishment
76	Thrifty Payless (former: Payless Drug Stores)	316	Anchorage	General Merchandise

Alaska's 100 Largest Private Employers 1995

Rank	Firm Name	Employment	Headquarter or Largest Work Site	Business Activity
77	Reeve Aleutian Airway	310	Anchorage	Air Carrier
78	Matanuska Telephone Association	308	Palmer	Telephone Communications
79	Dynair Services	306	Anchorage	Airport Services
80	Bristol Bay Area Health Corporation	301	Dillingham	Health Care
81	Ketchikan General Hospital	300	Ketchikan	Hospital
82	Salvation Army	300	Anchorage	Social Services
83	Mapco Express	299	Anchorage	Retail, Gas Station
84	Alaska Sales and Service	289	Anchorage	Car Dealership
85	Chugach North Technical Services	289	Anchorage	Personnel Services
86	Mayflower Contract Services (acquired by: Laidlaw Transit)	279	Anchorage	Bus Charter Services
87	AK Special Education & Training (ASETS*)	279	Anchorage	Sheltered Workshop/Voc. Rehab
88	Williams, Inc. (Alaskan and Proud)	279	Ketchikan	Grocery
89	Alaska Hotel Properties (Princess Hotels)	276	Denali Park	Hotel
90	Alyeska Seafoods	275	Unalaska	Seafood Processing
91	Caterair International (now: LSG Sky Chef)	275	Anchorage	Catering
92	Schlumberger Technology	274	Anchorage	Oil Field Services
93	Northwest Technical Services	272	Anchorage	Personnel Services
94	Peninsula Airways	269	Anchorage	Air Carrier
95	Anchorage Cold Storage Company	265	Anchorage	Wholesale-Grocery
96	Doyon/Universal J.V.	258	Anchorage	Catering/Security
97	The Andrews Group (TAG)	255	Anchorage	Facilities Management
98	Alaska Executive Search	253	Anchorage	Personnel Services
99	Doyon Drilling	251	Anchorage	Oil Field Services
100	Northwest Airlines	248	Anchorage	Air Carrier
TOTAL TRENDS 100 EMPLOYMENT		57,420		

Note: Based on 1995 average employment. Firms with identical employment ranked by unrounded employment.

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

Trends 100 by Industry

1995 Employment		1995 Employment	
MINING		TRADE (cont.)	
Hard Rock Mining		Kinn Enterprises, dba McDonalds	350
Cominco Alaska	357	Aramark Leisure Services	339
Oil & Gas		Burger King	324
ARCO Alaska	1,974	Caterair International (now: LSG Sky Chef)	275
VECO	1,504	Doyon/Universal J.V.	258
BP Exploration	1,147	Other Retail	
Alaska Petroleum Contractors	1,006	Carr Gottstein Foods	3,222
Peak Oilfield Services	517	Fred Meyer	1,781
Nabors Alaska Drilling	381	Wal-Mart/Sam's Club	1,257
Schlumberger Technology	274	Safeway Stores	942
Doyon Drilling	251	Kmart	908
CONSTRUCTION		Alaska Commercial Company	625
HC Price	483	Sears Roebuck	604
MANUFACTURING		J C Penney Company	563
Seafood Processing		Spenard Builders Supply	531
Trident Seafoods	1,248	Costco	491
Tyson Seafood Company	723	Tesoro Northstore Company (7-11)	347
Ocean Beauty Seafoods	662	Nordstrom	345
UniSea	650	Lamonts	335
Icicle Seafoods	612	Thirty Payless (former: Payless Drug Stores)	316
Peter Pan Seafoods	540	Mapco Express	299
Cook Inlet Processing	531	Alaska Sales and Service	289
Norquest Seafood Company	407	Williams, Inc. (Alaskan and Proud)	279
Wards Cove Packing Company	399	Wholesale	
Westward Seafood	370	Anchorage Cold Storage Company	265
North Pacific Processors	345	FINANCE, INSURANCE & REAL ESTATE	
International Seafoods	334	National Bank of Alaska	1,172
Alyeska Seafoods	275	First National Bank of Anchorage	860
Wood Products		Alaska USA Federal Credit Union	691
Ketchikan Pulp Mill	850	Key Bank of Alaska	332
Silver Bay Logging	344	SERVICES	
Other Manufacturing		Hotels	
Union Oil of California (Unocal)	674	Westmark Hotels	615
Anchorage Daily News	515	Alyeska Resort	464
TRANSPORTATION, COMMUNICATIONS, UTILITIES		Captain Cook Hotel	454
Air Transportation		Anchorage Hilton Hotel	358
Alaska Airlines	1,254	Alaska Hotel Properties (Princess Hotels)	276
Federal Express	717	Personnel Services	
ERA Aviation	574	Chugach North Technical Services	289
MarkAir Express	336	Northwest Technical Services	272
Reeve Aleutian Airways	310	Alaska Executive Search	253
Dynair Services	306	Health Care	
Peninsula Airways	269	Providence Hospital	1,998
Northwest Airlines	248	Fairbanks Memorial Hospital	973
Communication & Utilities		Alaska Regional Hospital	672
ATT/Alascom	612	Yukon Kuskokwim Health Corporation	652
GCI Communications	413	Southeast Alaska Regional Health Corporation	482
Chugach Electric Association	399	Norton Sound Health Corporation	345
Matanuska Telephone Association	308	Providence Extended Care Center	333
Other Transportation		Valley Hospital	330
Alyeska Pipeline Service Company	1,083	Bristol Bay Area Health Corporation	301
Laidlaw Transit	381	Ketchikan General Hospital	300
United Parcel Service	368	Other Services	
Sea-Land Freight Service	354	Tanana Chiefs Conference	555
Mayflower Contract Services		Ogden Facility Management	506
(acquired by: Laidlaw Transit)	279	Piquniq Management Corporation	486
TRADE		Maniilaq Association	447
Eating & Drinking		Hope Cottages	343
Pizza Hut	508	Salvation Army	300
NANA/Marriott Joint Venture	412	AK Special Education & Training (ASETS*)	279
Denali Foods /Taco Bell	378	The Andrews Group (TAG)	255

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

Trends 100 Newcomers

Dynair Services
 Chugach North Technical Services
 Williams, Inc. (Alaskan and Proud)
 Alyeska Seafoods
 Schlumberger Technology
 Northwest Technical Services
 Doyon/Universal J.V.
 The Andrews Group (TAG)
 Alaska Executive Search

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

grocery consortium Williams, Inc., of Ketchikan made the list after its acquisition of Foodland of Juneau. The rest of the newcomers to the *Trends* 100 simply became large enough firms to make the list.

Seafood dominates the big movers

Half of the companies that climbed by 10 or more rankings were seafood processors. (See Table 4.) A record salmon harvest and some acquisition activity caused several processors to make big moves. For example, Tyson Seafood Company, Ocean Beauty Seafoods, and Cook Inlet Processing all benefitted from a record salmon harvest around Kodiak. Tyson's numbers got a big boost when it purchased All Alaskan Seafoods of Kodiak.

A partnering agreement with British Petroleum and an increase in drilling activity helped push Nabors Alaska Drilling up more places than any other employer. Nabors went from 100th place in 1994 to 53rd place in 1995. Piquiniq Management Corp. grew because of winning or enlarging several contracts. Laidlaw Transit improved its ranking because it acquired other transportation companies.

They employ lots of people and pay more

Alaska's Top 100 employers are responsible for over 22 percent of all wage and salary jobs in the state. (See Figure 1.) Moreover, these employers provide over 30 percent of all jobs in Alaska's private sector. In 1995, employment growth for the big employers mirrored the rest of the economy. *Trends* 100 employment grew by 1.3%, compared to 1.1% for the overall wage and salary workforce. It does lag, however, behind the overall private sector growth rate of 1.8%. Last year, and during most previous years, the *Trends* 100 performed better than the rest of the state's private sector employers. Last year's downsizing activity within several of the state's largest firms may have taken its toll.

In 1995, these 100 largest enterprises paid out \$2.1 billion in wages. The average annual wage paid by the *Trends* 100 was \$37,030. For the rest of the private sector, the average annual wage was \$27,176, and \$37,879 for the public sector. A primary reason for the higher wage is the large presence of the oil industry and its accompanying high wages. The oil industry, as part of the top 100, is responsible for 12% of this cadre of workers versus just 5% of the workforce for the entire private sector. The average annual wage for oil industry jobs employed by the *Trends* 100 was \$83,375.

Most of the oil industry is employed in the Trends 100

Unlike any other industry, the vast majority of all oil industry jobs have always been among the *Trends* 100 employers. In 1995, 81% of all oil industry employees were working for the state's biggest private sector employers. This is an increase from 73% in 1994. During the past year, the number of oil industry firms among Alaska's largest employers also grew—from seven to eight. Schlumberger Technology is the newest addition. This occurred in spite of the fact that total oil industry employment fell by 9% in 1995. Partnerships with the producers and other arrangements have made it possible for certain groups of oil industry firms to expand and grow.

Retail remains the biggest player

In 1995, the state's largest retailers employed 28% of all *Trends* 100 employment—making it the single largest slice of the pie. (See Figure 2.) Nearly a third of the 10 largest employers are retailers. None of this is surprising given the spectacular growth and recent arrival of national retailers to the Alaskan market during the past three years. Retail's payroll share represents only 11% of total payroll. The predominance of part-time employment and the generally lower wages in this industry explain the difference between employment and payroll.

One-third of the retailers on the list are eating and drinking places. The remaining employers are warehouse retailers, discount merchandisers, grocery operations and gas station/convenience store operators.

It is true that retail's presence is large; however, its share of total retail employment is just 35%. Unlike the oil industry or other industries, retailing still tends to be dominated by smaller firms. Although there were 24 retailers in the *Trends* 100, which makes it the single largest group, there are more than 3,800 other retailers doing business in Alaska.

Manufacturing is a prominent player in the *Trends* 100

In Alaska, manufacturing employs only 9% of the private sector workforce, but among the state's largest employers, manufacturing is responsible for 17% of the employment. Seafood processing is the principal player with 14 firms, the identical number as in 1994. Timber, on the other hand, with two firms on the list, came up one short in 1995 because of the 1994 closure of the Alaska Pulp Mill in Sitka.

Air transportation stays interesting

What happened among air transportation's largest employers is a reflection of the dynamics of the industry. One air transportation employer joined the *Trends* 100, and

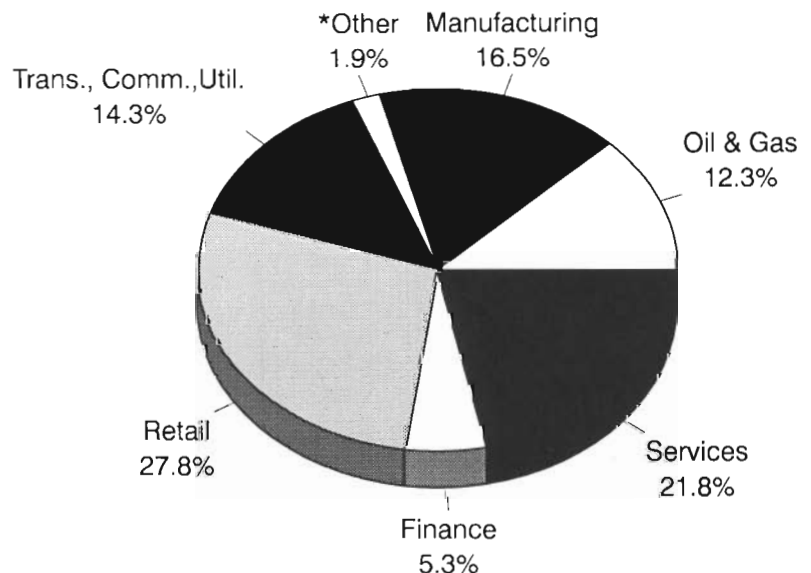
Trends 100 Movers
(Firms moving up 10 or more ranks from 1994)

- Tyson Seafood Company
- Ocean Beauty Seafoods
- Cook Inlet Processing
- Piquiniq Management Corp.
- Nabors Alaska Drilling
- Westward Seafoods
- Laidlaw Transit
- North Pacific Processors
- Silver Bay Logging
- Mayflower Contract Svcs. (acquired by: Laidlaw)

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

Figure • 2

Most of the *Trends* 100 Employees Hold Jobs in Retail and Services



* Includes hard rock mining, wholesale trade, and construction.
Source: Alaska Department of Labor, Research and Analysis Section.

T a b l e • 5

**Nonprofit Organizations Employ 13%
of the Trends 100 Workforce**

1	Providence Hospital	1,998
2	Fairbanks Memorial Hospital	973
3	Yukon Kuskokwim Health Corporation	652
4	Tanana Chiefs Conference	555
5	Southeast Alaska Regional Health Corp.	482
6	Maniilaq Association	447
7	Norton Sound Health Corporation	345
8	Hope Cottages	343
9	Providence Extended Care Center	333
10	Valley Hospital	330
11	Bristol Bay Area Health Corporation	301
12	Salvation Army	300
13	Ketchikan General Hospital	300
14	AK Special Education & Training (ASETS*)	279
	Total	7,638

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

one fell off the list, keeping their number at eight. MarkAir's early closure in 1995 meant it fell off the list. MarkAir Express, however, still became a top 100 player because of its late closure in the year. MarkAir's replacement was Dynair—one of the newcomers in 1995. Dynair provides a variety of airline services to the airlines and airport. As more airlines contract out more of their business, firms like Dynair benefit. Federal Express improved its ranking by five places as it continues to expand its operations and, as mentioned earlier, Alaska Airlines broke into the illustrious top 10 group.

**Nonprofits and health care
dominate services**

Fourteen nonprofits in the state are among the state's largest employers. (See Table 5.) Nearly all of them provide some kind of health care or social service. Health care reigns king because most of these companies provide around-the-clock and year-round employment, and most of the big health care providers in the state are nonprofits.

T a b l e • 6

Comparing the "Top Ten" Over the Past Decade

Rank 1995	Top 10 Employers in 1995	Rank 1985	Top 10 Employers in 1985
1	Carr Gottstein Foods	1	ARCO Alaska
2	Providence Hospital	2	Carr Gottstein Grocery
3	ARCO Alaska	3	Providence Hospital
4	Fred Meyer	4	Standard Alaska Production Co. (now: BP Exploration)
5	VECO	5	Lutheran Hospital & Homes Society (now: Fbks. Memorial Hosp.)
6	Wal-Mart/Sam's Club	6	Alascom
7	Alaska Airlines	7	National Bank of Alaska
8	Trident Seafoods	8	Alyeska Pipeline Service Company
9	National Bank of Alaska	9	Safeway Stores
10	BP Exploration	10	First National Bank of Anchorage

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

Alaska Regional Hospital in Anchorage is the one exception. These nonprofit health care providers also usually represent the largest or near-largest employer in their respective communities. For example, Norton Sound Health Corporation (Kotzebue), Fairbanks Memorial Hospital (Fairbanks), Yukon Kuskokwim Health Corporation (Bethel), Bristol Bay Health Corporation (Dillingham), Valley Hospital (Mat-Su Borough), and Providence Hospital (Anchorage) are either the largest or next-to-largest employer in their respective communities.

Other nonprofit organizations such as Tanana Chiefs, Maniilaq Association, the Salvation Army, and ASETS* provide a mixture of social and health-care-related services, training and educational services. They, too, are often one of the largest employers in their respective communities. Alaska's not-for-profit sector's presence will likely increase in the future as direct government services continue to devolve and nonprofits step in to fill that gap.

Hotels are other big players in services. One hotel fell off the list this year. However, this was only because the smaller firms on this year's list are a bit larger than the smaller firms on last year's list. Some hotels improved their standings and others slipped a bit. Like hospitals, hotels are labor-intensive, around-the-clock, seven-day-a-week

businesses. Unlike health care, employment in the hospitality industry is extremely seasonal. As the visitor industry continues to grow, new players may join this list.

The financial group remains stable

Since 1989, the same four financial institutions have graced the financial services roster. There are three banks and one credit union: National Bank of Alaska, First National Bank of Anchorage, Key Bank of Alaska, and Alaska USA Federal Credit Union. In the past year, their employment changed only slightly.

Trends 100 are found everywhere

Although two-thirds of these employers have their largest work site or headquarters in Anchorage, only one sixth are exclusively in Anchorage. For example, Carr Gottstein Foods is headquartered in Anchorage, but it has 14 other locations around the state. None of the 14 fish processors, nor either of the two timber firms, is based in Anchorage. These big employers can be found in all regions and different-sized communities in the state. The smallest community in the state with one of these companies' largest work sites is Akutan, located on the Aleutian Islands.