



The Times review of industry

a Special Report introduced by Margaret Allen, editor of *The Times 1000*, an annual statistical analysis of the performance of major British and foreign industrial and financial undertakings

| | |
|-------|---------|
| 2,362 | 776,000 |
| 9,096 | 121,600 |
| 1,319 | 236,700 |
| | 308,814 |
| | 174,004 |
| 430 | |
| 127 | 42,977 |
| 91 | 327,678 |
| 30 | 164,700 |
| 0 | 6,000 |
| | 273,211 |
| | 131,870 |
| | 81,307 |
| | 19,297 |
| | 164,770 |
| | 764 |

| | | | |
|-------|---------|--------|---------|
| 2,362 | 776,000 | 21,300 | 776,000 |
| 9,096 | 121,600 | 2,362 | 121,600 |
| 1,319 | 236,700 | 9,096 | 236,700 |
| | 308,814 | 9,300 | 308,814 |
| | 174,004 | 9,349 | 174,004 |
| 430 | | | |
| 127 | 42,977 | 18,830 | 42,977 |
| 91 | 327,678 | 9,527 | 327,678 |
| 30 | 164,700 | 4,191 | 164,700 |
| 0 | 6,000 | 1,730 | 6,000 |
| | 273,211 | 14,003 | 273,211 |
| | 131,870 | | |
| | 81,307 | | |
| | 19,297 | | |
| | 164,770 | | |
| | 764 | | |

British Petroleum take £6m sales lead in guide to country's top 1,000 companies

Industrial profits in the United Kingdom rose by almost 8 per cent during the year 1970, this is revealed in the latest edition of *The Times 1000*, which has now been published. Each year *The Times* will be furnishing its own statistical guide to the performance of Britain's major industrial undertakings, which is one of its special and original features. The British (Public, unquoted and quoted) are ranked in terms of sales according to turnover with subsidiary listings for capital structure and profits.

The most striking feature of the new edition is that a new company has emerged, British Petroleum, which has headed the list since we first began compiling the figures. It replaced last year's No. 1, British Airways, which now has a narrow lead of three figures over its nearest rival. The figures show a sharp rise in sales over the year, but an equally sharp reversal of 25.64 per cent in its profit, which is a very small margin in total sales of the group, and the question

could arise easily be raised in the coming year. On page V of this report a profile of British Petroleum discusses the structure of the company, its sales and profits, and its 1970 performance in the industry and British industry generally. In contrast to British Petroleum, the smallest company in the list, Kingston & Keith Chemicals, had a total sales of £7,812,000.

The figures show that during the year Britain's 1,000 top industrial companies together produced a turnover of £123,216,150,000, an average of £123,216 per company. The top 100 companies of the year had a total sales of £12,321,615,000, an average of £123,216 per company. The top 20 companies of the year had a total sales of £2,464,323,000, an average of £123,216 per company. The top 50 companies of the year had a total sales of £6,160,807,500, an average of £123,216 per company. The top 100 companies of the year had a total sales of £12,321,615,000, an average of £123,216 per company.

which in relative terms did have that other of these groups. Indeed by its volume of sales, the company of Great Metropolitan Hotels gained 24.7 per cent. And in a similar position, the Manchester Hotel had a 15.1 per cent rise.

Of course the top 1,000 companies were not all good. The motor industry had a bad year, being hit by a 40 per cent fall in sales. Several of these companies figured in the 10 biggest falls in profits. At British Leyland, Britain's eighth largest company, profits fell by 51.4 per cent. Ford had a 40 per cent fall, and the National Bus Company had a 100 per cent fall. In fact, according to the latest statistics available, when the 1970 year was over.

It was certainly a good year for British Petroleum, for the company also produced the biggest increase in its profits. Its sales rose 22.7 per cent, representing a 21.4 per cent overall increase.

In contrast, profits at Shell grew by only 1.3 per cent. But there were many companies

that their are right. Unilever, Wm. Morrison, which in the 1970 year had a 10 per cent rise in sales, had a 10 per cent rise in profits. The 1000 companies were ranked in terms of sales according to turnover with subsidiary listings for capital structure and profits.

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on other pages
How industry fared, by Margaret Allen
Merger policy by Don Ryder, chairman of Reed International
How to achieve a high return on assets and sales, by J. Mulvey Thomas, managing director of Rank Xerox
Personnel policy, by D. Holbrook of Imperial Chemical Industries
A profile of British Petroleum, by Roger Vialley
Running a tight ship, by J. H. Pugh, who heads the export team at British Leyland
Successful expansion by I. H. Pugh, who heads the export team at British Leyland
Turning losses into profits. The situation at Dairy Admix, by its chief executive, J. W. Buckley, and at International Combustion, by its managing director, J. F. Mangold
Measuring efficiency: How to use *The Times 1000* (Margaret Allen)



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Chairmen of Britain's top 10 companies



Sir John Gollan, Chairman and chief executive officer of British Overseas Airways Corporation, since May 1977.

"Chairman of the corporation we had as then, I think he did well in 1977. The entire staff of the corporation have a complete right to be proud of the way in which he has led them through the difficult period since the second quarter of 1977."



Sir David Butler, Chairman and chief executive officer of British Airways, since May 1977.

"There is no doubt that Sir David Butler has done a very good job and has done so in a very professional and responsible manner. His sense of duty and his sense of responsibility are well known and his leadership has been a great asset to the corporation since he took office in 1977."



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"The year 1977 has been a remarkable year for the corporation. Sir John Gollan has done a very good job and has done so in a very professional and responsible manner. His sense of duty and his sense of responsibility are well known and his leadership has been a great asset to the corporation since he took office in 1977."



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Distinct air of confidence returns after a non-vintage year for British businessmen

By Robert White

THE AIR OF CONFIDENCE that has returned to British businessmen after a year of uncertainty and pessimism is a welcome sight. It is a sign that the country's economic recovery is well advanced and that the business community is beginning to look forward to a brighter future.

The year 1977 has been a year of challenges for British businessmen. The economy has been in a state of flux, with inflation rising and growth slowing. However, the business community has shown resilience and has managed to weather the storm.

One of the reasons for this is the strong performance of the manufacturing sector. Many companies have reported record profits and are looking to expand their operations. This is a sign of confidence in the future of the country's economy.

Another reason is the success of the services sector. The financial and insurance industries have performed well, and this has helped to boost the overall economy. This is a sign that British businessmen are confident in their ability to succeed in a competitive market.

The return of confidence is a positive sign for the country's economy. It shows that British businessmen are optimistic about the future and are willing to invest in their businesses. This is a sign that the country's economic recovery is well advanced and that the business community is beginning to look forward to a brighter future.



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be central and save effort, distance and money in Derbyshire & Nottinghamshire

re-siting existing factories/siting new factories

Derbys + Notts

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Clearly good business to be bookmaker

By Robert White

THE BUSINESS OF BEING A BOOKMAKER is clearly a good one. It is a business that has been around for centuries and has a long history of success. It is a business that is profitable and has a high return on capital employed.

One of the reasons for this is the high demand for betting. People love to bet and this creates a steady stream of income for bookmakers. This is a business that is recession-proof and has a high profit margin.

Another reason is the low overheads of the business. Bookmakers do not need a large staff or a large premises. They can operate from a small office and this keeps their costs low. This is a business that is easy to start and run.

The return on capital employed is high for bookmakers. This is because they have a high profit margin and a low cost of capital. This makes the business very attractive to investors.

Bookmaking is a business that has a long history of success. It is a business that is profitable and has a high return on capital employed. It is a business that is recession-proof and has a high profit margin. It is a business that is easy to start and run.

How to use The Times 1000

Return on capital employed

| Company | ROCE (%) |
|---|----------|
| British Overseas Airways Corporation | 12.5 |
| British Airways | 11.8 |
| British Airways plc | 11.2 |
| British Airways International | 10.5 |
| British Airways Executive Class | 9.8 |
| British Airways GlobalFlyer | 9.2 |
| British Airways GlobalFlyer Plus | 8.5 |
| British Airways GlobalFlyer Super | 7.8 |
| British Airways GlobalFlyer Ultra | 7.2 |
| British Airways GlobalFlyer Ultra Plus | 6.5 |
| British Airways GlobalFlyer Ultra Super | 5.8 |
| British Airways GlobalFlyer Ultra Ultra | 5.2 |
| British Airways GlobalFlyer Ultra Ultra Plus | 4.5 |
| British Airways GlobalFlyer Ultra Ultra Super | 3.8 |
| British Airways GlobalFlyer Ultra Ultra Ultra | 3.2 |
| British Airways GlobalFlyer Ultra Ultra Ultra Plus | 2.5 |
| British Airways GlobalFlyer Ultra Ultra Ultra Super | 1.8 |
| British Airways GlobalFlyer Ultra Ultra Ultra Ultra | 1.2 |
| British Airways GlobalFlyer Ultra Ultra Ultra Ultra Plus | 0.5 |
| British Airways GlobalFlyer Ultra Ultra Ultra Ultra Super | 0.2 |
| British Airways GlobalFlyer Ultra Ultra Ultra Ultra Ultra | 0.1 |

Return on capital employed

| Company | ROCE (%) |
|---|----------|
| British Airways | 11.8 |
| British Airways plc | 11.2 |
| British Airways International | 10.5 |
| British Airways Executive Class | 9.8 |
| British Airways GlobalFlyer | 9.2 |
| British Airways GlobalFlyer Plus | 8.5 |
| British Airways GlobalFlyer Super | 7.8 |
| British Airways GlobalFlyer Ultra | 7.2 |
| British Airways GlobalFlyer Ultra Plus | 6.5 |
| British Airways GlobalFlyer Ultra Super | 5.8 |
| British Airways GlobalFlyer Ultra Ultra | 5.2 |
| British Airways GlobalFlyer Ultra Ultra Plus | 4.5 |
| British Airways GlobalFlyer Ultra Ultra Super | 3.8 |
| British Airways GlobalFlyer Ultra Ultra Ultra | 3.2 |
| British Airways GlobalFlyer Ultra Ultra Ultra Plus | 2.5 |
| British Airways GlobalFlyer Ultra Ultra Ultra Super | 1.8 |
| British Airways GlobalFlyer | |

CORRIERE DELLA SERA

PREZZI DI VENDITA ALL'ESTERO

| | | | | | |
|-----------------|----|----|----|----|----|
| Albania | 10 | 10 | 10 | 10 | 10 |
| Argentina | 10 | 10 | 10 | 10 | 10 |
| Austria | 10 | 10 | 10 | 10 | 10 |
| Belgio | 10 | 10 | 10 | 10 | 10 |
| Bulgaria | 10 | 10 | 10 | 10 | 10 |
| Cina | 10 | 10 | 10 | 10 | 10 |
| Francia | 10 | 10 | 10 | 10 | 10 |
| Germania | 10 | 10 | 10 | 10 | 10 |
| Giappone | 10 | 10 | 10 | 10 | 10 |
| Italia | 10 | 10 | 10 | 10 | 10 |
| Paesi Bassi | 10 | 10 | 10 | 10 | 10 |
| Portogallo | 10 | 10 | 10 | 10 | 10 |
| Repubblica Ceca | 10 | 10 | 10 | 10 | 10 |
| Regno Unito | 10 | 10 | 10 | 10 | 10 |
| Spagna | 10 | 10 | 10 | 10 | 10 |
| Svezia | 10 | 10 | 10 | 10 | 10 |
| Svizzera | 10 | 10 | 10 | 10 | 10 |
| Turchia | 10 | 10 | 10 | 10 | 10 |
| Ungheria | 10 | 10 | 10 | 10 | 10 |
| USA | 10 | 10 | 10 | 10 | 10 |
| Yugoslavia | 10 | 10 | 10 | 10 | 10 |

Redazione - Amministrazione - Tipografia: 20126 Milano - Via Solferino 24
 PUBBLICITÀ: 20126 Milano - Via Solferino 24 - Tel. 02/4781.1 - Telex 32001
 Distribuzione: 20126 Milano - Via Solferino 24 - Tel. 02/4781.1 - Telex 32001
TARIFFE DELLE INSEZIONI PER L'ITALIA (IVA 10% in più)
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| PREZZI D'ABBONAMENTO QUOTIDIANO | ANNO | SEMPRE | PREZZI D'ABBONAMENTO | ITALIA | ESTERO |
|---------------------------------|-----------|----------|-------------------------|-----------|-----------|
| Corriere della Sera | L. 40.000 | L. 1.200 | ANNUALE REGIONI | L. 12.000 | L. 18.000 |
| Corriere del Mattino | L. 40.000 | L. 1.200 | Corriere del Mattino | L. 12.000 | L. 18.000 |
| Corriere d'Informazione | L. 40.000 | L. 1.200 | Corriere d'Informazione | L. 12.000 | L. 18.000 |
| Corriere della Sera | L. 40.000 | L. 1.200 | Corriere della Sera | L. 12.000 | L. 18.000 |
| Corriere del Quotidiano | L. 40.000 | L. 1.200 | Corriere del Quotidiano | L. 12.000 | L. 18.000 |
| Corriere d'Informazione | L. 40.000 | L. 1.200 | Corriere d'Informazione | L. 12.000 | L. 18.000 |
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| Corriere del Quotidiano | L. 40.000 | L. 1.200 | Corriere del Quotidiano | L. 12.0 | |

su **STAMPA SERA**

ogni giovedì

USI & COSTUMI NEL MONDO

di **Alberto Ronchey**



CHE SI DICE A MONTECITORIO E DINTORNI

di **Vittorio Gorresio**

AGGIORNATISSIMO di **Lietta Tornabuoni**



Servizi e articoli di Carlo Casalegno, Gigi Ghirotti, Francesco Rosso, Sandro Viola, Ennio Caretto da New York, Paolo Garimberti da Mosca.

LA STAMPA

opinioni che restano

