

# The Biggest



RANK 1996	RANK 1995	CII INDEX	COMPANY NAME	REVENUE (\$ MILLIONS)	INCOME (\$ MILLIONS)	HIGHEST-RANKING	TITLE IS EXECUTIVE	IS
1	3	132430	General Motors Corp.	\$168,829	\$ 6,933	Ralph Szygenda	VP & CIO	\$3,600,000,000
2	4	113112	Columbia HCA Healthcare Corp.	\$ 17,695	\$ 1,064	Rick Chapman	Sr. VP/IS	\$ 175,000,000
3	11	88603	Kmart Corp.	\$ 34,654	\$ (571)	Don Norman	Sr. VP/CIO	\$ 375,857,284*
4	1	85525	AT&T	\$ 79,609	\$ 139	Ron Ponder	Exec. VP & CIO	\$5,105,006,734*
5	2	84068	General Electric Co.	\$ 70,028	\$ 6,573	Gary M. Reiner	Sr. VP & CIO	\$1,065,896,188*
6	27	59568	International Paper Co.	\$ 19,797	\$ 1,153	Karl W. Moore	Sr. VP & CIO	\$ 163,000,000
7	5	54789	IBM	\$ 71,940	\$ 4,178	Gerald D. Prothro	VP & CIO	\$2,300,000,000
8	25	51819	Gannett Co. Inc.	\$ 4,007	\$ 477	Mark Morneau	VP/Sys.	\$ 168,167,000
9	9	49601	AlliedSignal Inc.	\$ 14,346	\$ 875	Larry E. Kittelberger	VP & CIO	\$ 475,000,000
10	6	48220	Lockheed Martin Corp.	\$ 22,853	\$ 682	Joseph R. Cleveland	Pres./Ent. IS	\$ 317,000,000
11	7	46428	GTE Corp.	\$ 19,957	\$ 2,538	Armand Der Marderosian	Sr. VP/Tech.	\$1,279,762,582*
12	10	45806	Ford Motor Co.	\$137,137	\$ 4,139	Charlie Szuluk	VP	\$2,087,362,277*
13	19	44238	Rockwell International Corp.	\$ 13,099	\$ 742	Jim Sutter	VP & CIO	\$ 448,000,000
14	43	43842	Georgia Pacific Corp.	\$ 14,292	\$ 1,018	Carl Wilson	VP/Info. Res.	\$ 125,969,688*
15	30	43007	Deloitte & Touche	\$ 5,950	--	Doug Greenleaf	CIO	\$ 30,400,000
16	17	42378	Emerson Electric Co.	\$ 10,013	\$ 929	S. Lamar Rieves	VP/IS	\$ 350,301,307*
17	56	41509	Toys R Us Inc.	\$ 8,746	\$ 532	Dennis Healey	Sr. VP/MIS	\$ 94,854,626*
18	42	41430	BancOne Corp.	\$ 8,971	\$ 1,278	Dale Terrell	Pres./BancOne IS	\$ 362,495,642*
19	28	40800	Ernst & Young	\$ 6,867	--	Gene Cort	CIO	\$ 162,088,668*
20	12	40402	Digital Equipment Corp.	\$ 13,813	\$ 57	Richard Fishburn	CIO	\$ 620,000,000
21	128	39155	Albertson's Inc.	\$ 12,585	\$ 465	Patrick S. Steele	Sr. VP/IS	\$ 40,830,000
22	71	38657	Viacom International Inc.	\$ 11,689	\$ 215	Thomas Mellina	VP/IT	\$ 319,908,030*
23	74	38253	WMX Technologies Inc.	\$ 10,248	\$ 655	Bert Young	VP/IS	\$ 73,000,000
24	85	37965	Cox Enterprises Inc.	\$ 3,806	--	Mark Clifford	Dir./IS	\$ 104,166,414*
25	127	37315	H Group Holding Inc.	--	--	Ken Posner	Sr. VP & CIO	----
26	48	36967	ConAgra Inc.	\$ 24,109	\$ 496	Dwight Goslee	CIO	\$ 433,646,784*
27	64	36859	Anheuser-Busch Cos.	\$ 10,341	\$ 887	Bob Mason	VP & CIO	\$ 185,994,574*
28	84	36688	Marmon Group Inc.	\$ 6,000	--	Jay Pursell	Dir./IT	\$ 135,000,000
29	24	36087	Textron Inc.	\$ 9,973	\$ 479	William Gauld	VP & CIO	\$ 260,000,000
30	18	35556	Automatic Data Processing Inc.	\$ 2,894	\$ 395	Renato Crocetti	Corp. VP/IT	\$ 250,000,000
31	20	35468	Xerox Corp.	\$ 16,611	\$ 1,174	Patricia Wallington	VP & CIO	\$ 815,000,000
32	--	35106	Pathmark Stores Inc.	\$ 4,182	\$ 30	Ron Marshall	Exec. VP & CFO	\$ 45,357,907*
33	41	35006	KPMG Peat Marwick	\$ 7,500	--	Allan Frank	CTO	\$ 680,000,000
34	21	34864	United Technologies Corp.	\$ 22,802	\$ 750	Steve DesRoches	Mgr./IS	\$ 650,000,000
35	49	34715	Penn Traffic Co.	\$ 3,333	\$ 22	Jim Hiza	Dir./IS	\$ 36,152,158*
36	63	34631	Time Warner Inc.	\$ 8,067	\$ (124)	Paul J. Zazzera	VP/IT	\$ 165,000,000
37	53	34609	Ingersoll Rand Co.	\$ 5,729	\$ 270	John Day	Exec. Dir.	\$ 87,201,109*
38	33	34274	Computer Sciences Corp.	\$ 3,373	\$ 111	Denis Crane	VP/Finance	\$ 26,000,000
39	39	33740	Weyerhaeuser Co.	\$ 11,788	\$ 799	Cliff Hall	VP & CIO	\$ 103,899,432
40	156	33480	First Chicago Corp.	\$ 10,681	\$ 1,150	James McCord	Sr. VP	\$ 431,597,848*
41	32	32964	Eaton Corp.	\$ 6,822	\$ 399	Derek Mumford	VP/IT	\$ 179,000,000
42	79	32621	Johnson Controls Inc.	\$ 8,330	\$ 196	Subhash S. Valanjo	CIO	\$ 210,000,000
43	66	32442	United Parcel Service	\$ 21,045	\$ 1,043	Frank Erbrick	CIO	\$1,000,000,000
44	93	31731	Cargill Inc.	\$ 51,000	\$ 671	Lloyd Taylor	Corp. VP/IT	\$ 776,271,000*
45	134	31321	Pittston Co.	\$ 2,926	\$ 98	John Conte	Supvr./IT	\$ 99,255,119*
46	57	31249	PepsiCo Inc.	\$ 30,421	\$ 1,606	Allan B. Deering	VP/MIS	\$ 550,000,000
47	92	31228	Parker Hannifin Corp.	\$ 3,214	\$ 218	Paul L. Carson	VP/IT	\$ 62,000,000
48	60	31139	Price Waterhouse LLP	\$ 4,460	--	Mark Lutchen	CIO	\$ 111,000,000
49	58	30925	Tenet Healthcare Corp.	\$ 3,318	\$ 194	Stephen F. Brown	CIO	\$ 45,000,000
50	40	30842	Arthur Andersen & Co.	\$ 8,134	--	James Shedivy	CIO	\$ 191,994,936*

CII Index = The value put on a company's information technology activities by Computer Intelligence. See p. 46 for details.

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RANK	RANK	CII	COMPANY	REVENUE	INCOME	HIGHEST-RANKING	TITLE	IS
1996	1995	INDEX	NAME	(\$ MILLIONS)	(\$ MILLIONS)	IS EXECUTIVE		BUDGET
51	68	30753	Cigna Corp.	\$ 8,955	\$ 211	J. Raymond Caron	Sr. VP & CIO	\$ 460,000,000
52	54	30541	Teledyne Inc.	\$ 2,568	\$ 162	James Stockwell	Dir./IS	\$ 62,089,404 *
53	51	30235	Tenneco Inc.	\$ 9,397	\$ 735	Robert McKinney	CIO	\$ 106,214,291 *
54	45	30184	Prudential Ins. Co. of America	\$ 42,911	\$ 579	W.D. Friel	Sr. VP & CIO	\$ 1,260,700,000 *
55	16	29946	Westinghouse Electric Corp.	\$ 6,296	\$ (44)	Monty Jones	CIO	\$ 95,831,416
56	76	29804	Loral Corp.	\$ 5,484	\$ 288	----	----	\$ 191,871,769 *
57	73	29698	Sysco Corp.	\$ 12,118	\$ 252	John B. Smart Jr.	VP/IS	\$ 217,967,311
58	137	29249	Stone Container Corp.	\$ 7,351	\$ 445	Joseph P. Thompson	VP/MIS	\$ 111,891,093 *
59	26	29181	Dun & Bradstreet Corp.	\$ 5,415	\$ 321	Michael Field	VP/IS	\$ 148,205,872 *
60	80	29142	James River Corp.	\$ 6,800	\$ 126	Mike Roberts	Dir./IT	\$ 59,930,793 *
61	14	28794	Hewlett-Packard Co.	\$ 31,519	\$ 2,433	Robert R. Walker	VP & CIO	\$ 1,235,000,000
62	82	28709	Sara Lee Corp.	\$ 17,719	\$ 804	Jerry Matsumoto	Dir./Corp. Sys.	\$ 318,711,653 *
63	90	28503	Fleet Financial Group	\$ 7,875	\$ 610	David Sheppard	CEO/Fleet Svs. Corp.	\$ 137,691,000 *
64	135	28441	Alco Standard Corp.	\$ 9,892	\$ 219	Elizabeth Barrett	VP/MIS	\$ 150,563,484 *
65	23	28408	Philip Morris Cos. Inc.	\$ 66,071	\$ 5,478	Bob Richards	VP/Corp. IS	\$ 1,188,419,077 *
66	61	28278	Coopers & Lybrand	\$ 6,200	--	Ellen Knapp	Vice Chairman	\$ 120,000,000
67	99	28074	J.C. Penney Co. Inc.	\$ 21,419	\$ 838	David Evans	CIO	\$ 362,152,452 *
68	138	27972	Genuine Parts Co.	\$ 5,262	\$ 309	Thomas Braswell	VP/IS	\$ 35,000,000
69	29	27963	Raytheon Co.	\$ 11,716	\$ 792	Jerome Satkuf	Dir./IT	\$ 409,870,161 *
70	22	27778	Unisys Corp.	\$ 6,202	\$(627)	Hernan Rincon	VP/IT	\$ 218,000,000
71	35	27605	Cooper Industries Inc.	\$ 4,886	\$ 281	Terry Smith	VP/IS	\$ 170,933,212 *
72	161	27276	Jefferson Smurfit Corp.	\$ 4,093	\$ 247	Charles A. Bell	VP/IS	\$ 36,075,702
73	86	27262	NationsBank Services Co.	\$ 16,327	\$ 1,950	John J. Sponski	Exec. VP	\$ 367,000,000
74	70	27234	Dana Corp.	\$ 7,795	\$ 288	Stephen Hoffman	CIO	\$ 188,471,010 *
75	117	27031	Kroger Co.	\$ 23,938	\$ 319	Michael S. Heschel	Exec. VP/MIS	\$ 259,629,325 *
76	15	26939	DuPont Co.	\$ 43,262	\$ 3,293	Cinda Hallman	VP & CIO	\$ 690,000,000
77	50	26735	Honeywell Inc.	\$ 6,731	\$ 334	William L. Sanders	VP/IS	\$ 185,000,000
78	34	26692	TRW Inc.	\$ 10,172	\$ 446	Peter Janak	VP & CIO	\$ 200,000,000
79	47	26035	Amoco Corp.	\$ 31,004	\$ 1,862	Carl C. Williams	VP/IT	\$ 401,000,000
80	113	25635	Nabisco Inc.	\$ 8,294	\$ 319	Joseph W. Farrelly	Exec. VP & CIO	\$ 958,000,000
81	185	25366	National Service Industries Inc.	\$ 1,971	\$ 94	Mike Knottek	Sr. VP/Finance	\$ 41,686,644 *
82	106	25352	Tandem Computers Inc.	\$ 2,285	\$ 108	Donald Sallan	VP/IS	\$ 54,000,000
83	199	25343	Chase Manhattan Corp.	\$ 24,502	\$ 3,021	Denis O'Leary	Exec. VP & CIO	\$ 2,000,000,000
84	--	25189	Sports Authority Inc.	\$ 1,049	\$ 22	Joe Crenshaw	VP/IS	\$ 12,000,000
85	77	25061	Science Applications Int.	\$ 2,156	\$ 57	James M. Swartz	Corp. VP & CIO	\$ 25,000,000
86	101	24994	Marsh & McLennan Cos. Inc.	\$ 3,770	\$ 403	Tom Fogarty	CIO	\$ 115,043,164 *
87	172	24877	Dover Corp.	\$ 3,746	\$ 278	John McNiff	VP/Finance	\$ 57,015,994 *
88	69	24819	Aluminum Co. of America	\$ 12,655	\$ 791	G. Keith Turnbull	Exec. VP/Info. & Plan.	\$ 91,800,000
89	36	24661	Sprint Corp.	\$ 12,765	\$ 946	George Fuciu	Pres./Tech. Svs.	\$ 650,000,000
90	109	24405	Aramark Corp.	\$ 5,601	\$ 100	John P. Kallelis	VP/IT	\$ 45,000,000
91	75	24152	Corning Inc.	\$ 5,346	\$ (51)	Robert A. Gilchrist	VP & CIO	\$ 81,372,988 *
92	166	23752	Ashland Inc.	\$ 12,239	\$ 24	William R. Sawran	CIO	\$ 138,337,417 *
93	37	23711	Chevron Corp.	\$ 37,082	\$ 930	William Houghton	Pres./Chevron IT	\$ 419,137,846 *
94	125	23667	Norwest Corp.	\$ 7,516	\$ 956	Webb Edwards	Pres./Tech. Svs.	\$ 220,000,000
95	81	23577	Chrysler Corp.	\$ 53,195	\$ 2,121	Susan J. Unger	Exec. Dir./IS	\$ 809,681,095 *
96	97	23288	Capital Cities/ABC Inc.	\$ 6,879	\$ 729	Richard Schell	VP/IS	\$ 188,271,351 *
97	38	23085	American Home Products Corp.	\$ 13,376	\$ 1,680	Edward A. Schefer	CIO	\$ 185,000,000
98	164	23081	SunTrust Bank Inc.	\$ 3,747	\$ 565	Robert Horton	Dir./MIS	\$ 151,405,665 *
99	46	22772	Texaco Inc.	\$ 36,787	\$ 728	Lester Amidei	CIO	\$ 415,803,461 *
100	120	22587	Masco Corp.	\$ 2,927	\$ 200	Doug Witham	Dir./IS	\$ 44,551,867 *

IS budget estimates were done by *InformationWeek*. See story on p. 44 for details. Revenue and income numbers were provided by Moody's Investors Service and public information sources. Additional data items for each company are provided in industry profiles. See the table of contents for page numbers.

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101	105	22526	PPG Industries Inc.	\$ 7,058	\$ 768	David Smith	VP/IT	\$ 80,000,000
102	95	22507	3M Corp.	\$ 13,460	\$ 976	David Drew	VP/IT	\$ 560,000,000
103	143	22482	Dow Jones & Co. Inc.	\$ 2,284	\$ 190	Charles Russell	VP/Tech.	\$ 60,000,000
104	210	22292	First Union Corp.	\$ 10,583	\$ 1,430	Skip Klapheke	Sr. VP	\$ 427,633,217 *
105	67	21969	Motorola Inc.	\$ 27,037	\$ 1,781	----	----	\$ 945,889,445
106	116	21896	Key Services Corp.	\$ 6,054	\$ 789	Robert C. Meltzer	Exec. VP & CTO	\$ 350,000,000
107	175	21889	Publix Super Markets Inc.	\$ 9,471	\$ 242	Daniel Risner	VP/IS	\$ 40,000,000
108	213	21815	Loews Corp.	\$ 6,111	\$ 224	Dennis Smith	VP/MIS	\$ 66,274,711 *
109	8	21554	ITT Corp.	\$ 6,346	\$ 147	Dave Starr	CIO	\$ 400,000,000
110	65	21478	MCI Communications Corp.	\$ 15,265	\$ 548	John Gerdelman	CIO	\$ 1,000,000,000
111	170	21455	Travelers Inc.	\$ 16,583	\$ 1,628	Rick Morrison	Sr. VP & CIO	\$ 505,997,079 *
112	160	21344	Barnett Banks Inc.	\$ 3,680	\$ 533	Rich Redick	CEO/Barnett Tech.	\$ 124,000,000
113	112	21209	Metropolitan Life Insurance Co.	\$ 30,932	\$(772)	James M. Logan	CIO	\$ 313,000,000
114	104	21082	R.R. Donnelley & Sons Co.	\$ 6,512	\$ 299	Alan Guibord	VP/IT	\$ 180,000,000
115	136	21054	Eastman Kodak Co.	\$ 15,269	\$ 1,252	Edith W. Martin	VP & CIO	\$ 400,000,000
116	62	21045	BankAmerica Corp.	\$ 20,386	\$ 2,664	Martin Stein	Vice Chairman	\$ 823,757,488 *
117	55	20892	Johnson & Johnson	\$ 18,842	\$ 2,403	Edward B. Parrish	Corp. VP/Info. Mgt.	\$ 650,000,000
118	126	20757	McGraw-Hill Inc.	\$ 2,935	\$ 227	John Kerin	Sr. VP/Info. Mgt.	\$ 80,335,760 *
119	145	20750	Temple-Inland Corp.	\$ 3,460	\$ 281	Jimmy Byrd	VP/IS	\$ 105,574,980 *
120	154	20688	Union Camp Corp.	\$ 4,212	\$ 451	Susan M. Arseven	VP & CIO	\$ 41,500,000
121	102	20682	Black & Decker Corp.	\$ 4,766	\$ 217	Donald Lee	VP/Corp. IS	\$ 100,000,000
122	83	20556	Bell Atlantic Corp.	\$ 13,430	\$ 1,862	Nader Khani	VP & CIO	\$ 800,000,000
123	216	20420	Reynolds Metals Co.	\$ 7,252	\$ 389	John F. Rudin	VP & CIO	\$ 45,000,000
124	59	20391	Citicorp	\$ 31,690	\$ 3,464	Colin Crook	Sr. Tech. Officer	\$ 1,280,529,520 *
125	78	20387	USX Corp.	\$ 20,922	\$ 221	Gene Trudell	GM/USX Steel Group	\$ 94,124,913
126	211	20363	Tyson Foods Inc.	\$ 5,511	\$ 219	Steve Hankins	VP/MIS	\$ 30,000,000
127	119	20289	Knight-Ridder Inc.	\$ 2,752	\$ 167	Steve Dempsey	Asst. VP/IS	\$ 75,314,945 *
128	147	19913	BF Goodrich Co.	\$ 2,409	\$ 118	Carol Moore	CIO	\$ 36,661,301 *
129	155	19658	Cummins Engine Co.	\$ 5,245	\$ 224	W.W. (Chip) Gulden	VP/Processing Tech.	\$ 79,834,145 *
130	153	19517	Hearst Corp.	\$ 2,331	--	Dan Coleman Jr.	VP/Op.	\$ 63,797,139 *
131	307	19494	Gold Kist Inc.	\$ 1,689	--	Michael Thraillkill	VP/IS	\$ 5,500,000
132	--	19493	Ceridian Corp.	\$ 1,333	\$ 98	John Leuphard	Mgr.	\$ 46,635,005 *
133	171	19440	Alumax Inc.	\$ 2,926	\$ 237	Dan Marken	Dir./IS	\$ 42,200,000
134	324	19126	AMP Inc.	\$ 5,227	\$ 427	Ronald F. Vance	VP & CIO	\$ 153,000,000
135	72	19122	Northrop Grumman Corp.	\$ 6,818	\$ 252	James K. McCann	VP/Info. Svs.	\$ 350,000,000
136	261	18966	Continental Cablevision Inc.	\$ 1,442	\$(112)	Robert Strickland	Sr. VP/IS	\$ 50,000,000
137	174	18920	Ogden Corp.	\$ 2,185	\$ 7	Mark Storey	Dir./IS	\$ 39,301,469 *
138	242	18883	National City Corp.	\$ 3,450	\$ 465	Jon Gorney	Corp. EVP	\$ 119,000,000
139	111	18879	Deere & Co.	\$ 10,291	\$ 706	John Lawson	Sr. VP/IT	\$ 156,631,701 *
140	98	18547	Dow Chemical Co.	\$ 20,200	\$ 1,884	R.D. Butler	Dir./Global IS	\$ 569,000,000
141	452	18540	First Data Corp.	\$ 4,186	\$(84)	Mike Massey	Pres./Prof. Svs.	\$ 70,780,270 *
142	190	18527	Avnet Inc.	\$ 4,300	\$ 140	Anthony T. DeLuca	Sr. VP & CIO	\$ 26,000,000
143	96	18526	Monsanto Co.	\$ 8,962	\$ 739	Patrick J. Forturie	CIO	\$ 175,655,200 *
144	182	18525	Supervalu Inc.	\$ 16,564	\$ 43	H.S. Smith	Sr. VP/IS	\$ 99,100,000
145	193	18436	New York Life Insurance Co.	\$ 16,689	\$ 625	Lee Lapioli	CIO	\$ 509,231,457 *
146	91	18415	Times Mirror Co.	\$ 3,448	\$(339)	Debra Domeyer	VP/IS	\$ 94,376,167 *
147	--	18386	Megellan Health Services	\$ 1,152	\$(43)	John Peterzalek	CIO	\$ 48,550,266 *
148	103	18357	W.R. Grace & Co.	\$ 3,707	\$(197)	Stephen KarinShak	VP & CIO	\$ 72,665,040 *
149	192	18279	Tyco International Ltd.	\$ 4,535	\$ 217	Louis A. Chiesa	VP/MIS & Admin.	\$ 30,000,000
150	177	18257	Aon Corp.	\$ 3,466	\$ 304	John O'Connell	Exec. VP/IS	\$ 105,748,904 *

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1996	1995	INDEX	NAME	(\$ MILLIONS)	(\$ MILLIONS)	IS EXECUTIVE		BUDGET
151	110	18227	Southern Co.	\$ 9,180	\$ 1,103	Thomas Fanning	Sr. VP & CIO	\$ 307,000,000
152	176	18096	Owens Illinois Inc.	\$ 3,881	\$ 169	Don Ice	VP/IS & Tel.	\$ 59,072,701 *
153	181	18029	Dresser Industries Inc.	\$ 5,629	\$ 213	Henry Paulsen	Sr. VP/Info. Res.	\$ 90,000,000
154	313	17871	Sonoco Products Co.	\$ 2,706	\$ 165	Bernard Campbell	CIO	\$ 14,800,000
155	201	17834	Mark IV Industries Inc.	\$ 1,603	\$ 68	Patricia A. Richert	VP & CIO	\$ 24,403,829 *
156	167	17675	Goodyear Tire & Rubber Co.	\$ 13,166	\$ 611	Clifford Brown	VP/IS	\$ 200,398,164 *
157	227	17629	VF Corp.	\$ 5,062	\$ 157	Ray Harris	Pres./VF IT	\$ 107,087,873 *
158	168	17574	Coastal Corp.	\$ 10,448	\$ 270	Michael B. Lobin	VP/IT	\$ 44,328,000
159	178	17536	Johnson & Higgins	\$ 1,083	--	William W. Wilson III	Sr. VP & Principal	\$ 33,045,579 *
160	139	17460	Olin Corp.	\$ 3,150	\$ 140	Chuck Wyand	VP/Finance	\$ 61,740,000 *
161	142	17444	Alltel Corp.	\$ 3,110	\$ 355	David Gray	Sr. VP & CIO	\$ 199,414,225 *
162	152	17424	American Express Co.	\$ 15,841	\$ 1,564	Allan Z. Loren	Exec. VP	\$ 267,839,628 *
163	151	17420	Mead Corp.	\$ 5,179	\$ 343	John Langenbahn	VP/Info. Resources	\$ 45,651,232 *
164	89	17381	Mobil Corp.	\$ 75,370	\$ 2,376	Ellen McCoy	GM/IS	\$ 851,907,110 *
165	197	17358	The Coca-Cola Co.	\$ 18,018	\$ 2,986	Hugh K. Switzer	VP/IS	\$ 324,089,766 *
166	31	17310	Sears, Roebuck and Co.	\$ 34,925	\$ 1,025	Joseph Smialowski	Sr. VP & CIO	\$ 390,000,000
167	163	17229	EG&G Inc.	\$ 1,420	\$ 54	Don Fleming	CIO	\$ 49,663,936 *
168	100	17187	Litton Industries Inc.	\$ 3,320	\$ 135	Jeff Calisch	Dir./IS	\$ 116,410,580 *
169	240	17101	New York Times Co.	\$ 2,409	\$ 136	Raymond Douglas	VP/Sys. & Tel.	\$ 65,942,951 *
170	107	17017	FMC Corp.	\$ 4,567	\$ 216	Mike Callahan	CFO	\$ 89,505,360 *
171	133	16980	Meijer Inc.	\$ 5,640	--	Kevin Dolt	VP/IT	\$ 61,171,440 *
172	130	16888	Merrill Lynch & Co.	\$ 21,513	\$ 1,114	Edward Goldberg	Exec. VP	\$ 473,000,000
173	--	16842	Hechinger Co. Inc.	\$ 2,256	\$ (78)	Peter J. Olle	VP/IT	\$ 10,000,000
174	114	16809	Ameritech Corp.	\$ 13,428	\$ 2,008	Cliff Dodd	CIO	\$ 861,071,103 *
175	162	16779	American International Group	\$ 23,830	\$ 2,510	William C. Vinck	CIO	\$ 64,000,000
176	279	16759	Ryder System Inc.	\$ 5,167	\$ 155	Bruce D. Parker	Sr. VP & CIO	\$ 130,000,000
177	140	16692	Advance Publications Inc.	\$ 4,855	--	----	----	\$ 132,876,495 *
178	146	16603	Occidental Petroleum Corp.	\$ 10,694	\$ 511	Steve Huffman	Corp. Dir./IS	\$ 78,000,000
179	141	16496	Unocal Corp.	\$ 8,345	\$ 260	Paul R. Jones III	GM/IS	\$ 85,000,000
180	316	16089	CPC International Inc.	\$ 8,432	\$ 512	John Keith	VP/MIS-Finance	\$ 151,666,384 *
181	180	15963	Avery Dennison Corp.	\$ 3,114	\$ 144	Johan J. Goemans	VP/MIS	\$ 60,000,000
182	94	15887	Exxon Corp.	\$ 123,920	\$ 6,470	Millie Bradley	Mgr./Comp. Svs.	\$ 1,400,667,760 *
183	233	15849	Westvaco Corp.	\$ 3,303	\$ 283	Rodney Elser	VP	\$ 29,110,386 *
184	87	15820	Boeing Co.	\$ 19,515	\$ 393	John D. Warner	Pres./Info. Svs.	\$ 471,872,700 *
185	--	15647	Carlson Cos. Inc.	\$ 2,550	--	Rex L. Carter	VP & CIO	\$ 105,000,000
186	326	15530	Willamette Industries Inc.	\$ 3,874	\$ 515	Cam Henderson	Mgr./IS	\$ 34,141,690 *
187	157	15485	Caterpillar Inc.	\$ 16,072	\$ 1,136	Robert P. Hines	CIO	\$ 376,000,000
188	252	15427	Snap-On Inc.	\$ 1,292	\$ 113	Lawrence G. Panatera	VP & CIO	\$ 28,000,000
189	312	15371	Thermo Electron Corp.	\$ 2,207	\$ 140	John Giansante	Dir./IS	\$ 33,594,984 *
190	244	15311	USG Corp.	\$ 2,444	\$ (32)	William Duran	Dir./IS	\$ 37,200,124 *
191	165	15197	Fleming Cos. Inc.	\$ 17,502	\$ 42	Bill Zumwalt	VP/Sys. Tech.	\$ 66,404,000
192	215	15172	Union Pacific Railroad Co.	\$ 7,486	\$ 619	Joyce M. Wrenn	VP/IT & CIO	\$ 230,000,000
193	203	15070	Stanley Works	\$ 2,624	\$ 59	James Gustafson	VP/IT	\$ 39,944,470 *
194	310	14979	Vulcan Materials Co.	\$ 1,461	\$ 166	Harold Nelson	Dir./IS Svs.	\$ 22,237,485 *
195	277	14955	Wal-Mart Stores Inc.	\$ 94,749	\$ 2,740	Randall Mott	Sr. VP & CIO	\$ 1,027,647,654 *
196	267	14894	First of America Bank Corp.	\$ 2,143	\$ 237	John Brecht	Pres. & CEO	\$ 67,900,000
197	317	14795	Kimberly-Clark Corp.	\$ 13,789	\$ 33	James Dull	VP/IS	\$ 291,684,044 *
198	--	14733	Marrriott International Inc.	\$ 8,961	\$ 247	John Murray	CIO	\$ 140,000,000
199	293	14722	Levi Strauss & Co.	\$ 6,707	\$ 735	Alan Gregson & Linda Glick	Co-CIOs	\$ 200,000,000
200	262	14681	McKesson Corp.	\$ 13,189	\$ (193)	Carmine Villani	Corp. VP/IS	\$ 143,048,979 *

IS budget estimates were done by *InformationWeek*. See story on p. 44 for details. Revenue and income numbers were provided by Moody's Investors Service and public information sources. Additional data items for each company are provided in industry profiles. See the table of contents for page numbers.

# The Biggest



RANK	RANK	CII	COMPANY	REVENUE	INCOME	HIGHEST-RANKING	TITLE	IS
1996	1995	INDEX	NAME	(\$ MILLIONS)	(\$ MILLIONS)	IS EXECUTIVE		BUDGET
201	118	14649	Baxter International Inc.	\$ 5,048	\$ 371	Kathy White	Sr. VP & CIO	\$ 250,000,000
202	301	14630	ClubCorp	--	--	Michael O'Donnell	Exec. VP & Dir./MIS	----
203	124	14575	McDonnell Douglas Corp.	\$ 14,332	\$ (416)	Joseph Deney	VP & CIO	\$ 346,547,760 *
204	144	14543	Halliburton Energy Services	\$ 5,699	\$ 234	H.D. Teel Jr.	VP & CIO	\$ 108,000,000
205	245	14511	Entergy Corp.	\$ 6,274	\$ 485	Ron Phillips	VP/IT	\$ 150,000,000
206	221	14478	Trinova Corp.	\$ 1,884	\$ 95	Charles Stoneberg	Dir./Data Center	\$ 28,676,562 *
207	208	14403	Intergraph Corp.	\$ 1,098	\$ (45)	----	----	\$ 10,000,000
208	249	14388	HJ Heinz Co.	\$ 8,087	\$ 591	Philip J. Lichtenfels	Sr. Exec.	\$ 70,000,000
209	207	14315	Alexander & Alexander Services	\$ 1,282	\$ 89	Michael J. McKeon	Sr. VP & CIO	\$ 141,000,000
210	121	14295	SBC Communications Inc.	\$ 12,670	\$ 1,889	Charles Roesslein	VP/IS	\$ 812,457,182 *
211	246	14229	Federated Dept. Stores Inc.	\$ 15,049	\$ 75	James Amann	Pres./Federated Sys.	\$ 163,216,172 *
212	296	14121	Bemis Co. Inc.	\$ 1,523	\$ 85	Thomas J. Barrett	Dir./IS	\$ 23,187,519 *
213	280	14094	Pitney Bowes Inc.	\$ 3,555	\$ 408	Dennis A. Jones	VP/IS	\$ 119,016,719 *
214	268	14084	MascoTech Inc.	\$ 1,678	\$ 59	Doug Witham	Dir./IS	\$ 25,544,034 *
215	290	14035	Borden Inc.	\$ 5,944	\$ (443)	Francis J. Proto	VP & CIO	\$ 106,914,728 *
216	198	14031	EW Scripps Co.	\$ 1,030	\$ 94	John Allen	VP/IS	\$ 28,190,070 *
217	158	13952	American Brands Inc.	\$ 11,367	\$ 543	Leonard L. Hendrickson	Corp. Dir./IS	\$ 77,000,000
218	200	13951	Sequa Corp.	\$ 1,414	\$ 9	Milburn Smith	Dir./IS	\$ 21,524,610 *
219	302	13865	Mac Andrews & Forbes Holdings	\$ 4,413	--	James Conroy	Sr. VP/IS	\$ 93,352,602 *
220	320	13846	Illinois Tool Works Inc.	\$ 4,152	\$ 388	Parag Mehta	Dir.	\$ 63,200,180 *
221	186	13769	Sun Microsystems Inc.	\$ 5,902	\$ 356	William J. Raduchel	CIO	\$ 197,601,012 *
222	--	13758	Hilton Hotels Corp.	\$ 1,649	\$ 173	Francis J. Durocher	Sr. VP & CIO	\$ 20,000,000
223	132	13751	BellSouth Corp.	\$ 17,886	\$ 1,564	Bill Radford	VP/Sys.	\$ 1,146,957,636 *
224	222	13678	Sverdrup Corp.	\$ 625	--	John Moore	VP/Admin.	\$ 14,752,500 *
225	402	13659	Marshall & Ilsley Corp.	\$ 1,349	\$ 193	Joseph Delgadillo	Pres./COO	\$ 54,504,008 *
226	214	13536	Wang Laboratories Inc.	\$ 946	\$ (58)	Ted Balcomb	Dir./IS	\$ 31,683,070 *
227	188	13490	General Signal Corp.	\$ 1,863	\$ 100	Sherwood Brown	Dir./IS	\$ 28,359,767 *
228	361	13447	Firstar Corp.	\$ 1,740	\$ 229	Ronald E. Roder	Pres. & CIO	\$ 70,309,233 *
229	226	13312	Springs Industries Inc.	\$ 2,233	\$ 72	James H. Wood	VP/IS	\$ 33,989,300 *
230	363	13252	Crown Cork & Seal Co. Inc.	\$ 5,054	\$ 75	Peter Julian	CIO	\$ 6,000,000 *
231	169	13229	Bristol-Myers Squibb Co.	\$ 13,767	\$ 1,812	Jack M. Cooper	VP/IS	\$ 182,729,391 *
232	344	13193	Sammons Enterprises Inc.	\$ 1,300	--	----	----	\$ 39,000,000
233	131	13126	Atlantic Richfield Co.	\$ 18,257	\$ 1,376	George Frantz	Mgr./IS	\$ 206,358,871 *
234	292	13067	Armstrong World Industries Inc.	\$ 2,085	\$ 14	Jim Sabino	Dir./Bus. IS	\$ 70,200,000
235	219	13039	Mellon Bank Corp.	\$ 4,514	\$ 691	Martin J. Lippert	Exec. VP	\$ 261,000,000
236	194	13039	Aetna Life and Casualty Co.	\$ 12,978	\$ 474	R. Max Gould	CIO	\$ 395,997,714 *
237	205	13034	Ralston Purina Co.	\$ 7,210	\$ 300	Randy Partee	VP & Dir./IS	\$ 129,691,666 *
238	229	12917	Campbell Soup Co.	\$ 7,278	\$ 698	Roger Berry	VP & CIO	\$ 130,909,386 *
239	239	12879	Data General Corp.	\$ 1,159	\$ (47)	James J. Ryan	VP/Info. Mgt. Group	\$ 43,000,000
240	183	12863	GenCorp Inc.	\$ 1,771	\$ 38	Denni Interliggi	Dir./IS	\$ 15,000,000
241	325	12845	Northern States Power Co.	\$ 2,569	\$ 28	Roger Sandeen	VP & CIO	\$ 44,100,000
242	218	12813	Champion International Corp.	\$ 6,972	\$ 772	Daniel Smith	VP/MIS	\$ 35,000,000
243	362	12810	Dean Foods Co.	\$ 2,630	\$ 80	John Brenner	Dir./MIS	\$ 47,309,084 *
244	--	12791	Equifax Inc.	\$ 1,623	\$ 148	Tom Robb	Sr. VP	\$ 27,440,974 *
245	453	12776	Crane Co.	\$ 1,782	\$ 76	John Robey	Mgr./Sys.	\$ 43,096,256 *
246	371	12692	Cardinal Health Inc.	\$ 7,806	\$ 85	Phillip A. Greth	Exec. VP & CIO	\$ 329,050,196 *
247	--	12666	Unicom Corp.	\$ 6,910	\$ 660	George M. Orlov	Mgr./IS	\$ 200,000,000
248	191	12666	Owens Corning Inc.	\$ 3,612	\$ 231	Michael D. Radcliff	CIO	\$ 125,600,000
249	187	12661	Tektronix Inc.	\$ 1,472	\$ 81	Robert Vance	VP & CIO	\$ 49,276,599 *
250	149	12625	State Farm Insurance Cos.	\$ 26,628	--	Darrell Kehl	VP/Sys.	\$ 812,500,164 *

CII Index = The value put on a company's information technology activities by Computer Intelligence. See p. 46 for details.

\* = InformationWeek estimates.

# The Biggest



RANK	RANK	CII	COMPANY	REVENUE	INCOME	HIGHEST-RANKING	TITLE	IS
1996	1995	INDEX	NAME	(\$ MILLIONS)	(\$ MILLIONS)	IS EXECUTIVE		BUDGET
251	367	12616	Sherwin Williams Co.	\$ 3,273	\$ 201	Wayne Gacnik	Corp. Dir./MIS	\$ 64,147,252*
252	314	12596	Inland Steel Industries Inc.	\$ 4,782	\$ 147	William Howard	VP & CIO	\$ 15,000,000
253	298	12591	Harsco Corp.	\$ 1,495	\$ 97	Sohail Shafi	Dir./Corp. IT	\$ 10,000,000
254	115	12590	Harris Corp.	\$ 3,481	\$ 155	Herbert N. McCauley	VP/IT	\$ 136,000,000
255	--	12588	Rite Aid Corp.	\$ 4,534	\$ 141	Kent L. Whiting	Sr. VP/IS	\$ 70,000,000
256	220	12560	Boatmens Bancshares Inc.	\$ 2,996	\$ 419	Raymond E. Senuk	Sr. VP & CIO	\$ 121,068,389*
257	234	12487	Gaylord Container Corp.	\$ 1,051	\$ 134	James Adams	Dir.	\$ 16,003,359*
258	--	12454	John Alden Financial Corp.	\$ 1,671	\$ 6	William Wilkins	CIO	\$ 74,300,000
259	243	12373	Safeway Inc.	\$ 16,398	\$ 328	David Ching	Sr. VP & CIO	\$ 140,000,000
260	238	12328	Coltec Industries Inc.	\$ 1,402	\$ 71	David Carroll	Mgr.	\$ 33,897,555*
261	148	12322	Texas Instruments Inc.	\$ 13,128	\$ 1,088	Jodie Ray	CIO	\$ 459,283,080*
262	306	12300	Premark International Inc.	\$ 2,213	\$ 79	James Sullivan	Dir./Corp. IS	\$ 33,690,161*
263	225	12299	Schuller Corp.	\$ 1,392	--	Thomas E. Cook	VP & CIO	\$ 12,264,875*
264	264	12204	Echlin Inc.	\$ 2,718	\$ 154	Richard J. Hock	Dir./MIS	\$ 39,000,000
265	235	12161	Boise Cascade Corp.	\$ 5,058	\$ 352	James E. Harder	Dir./IS	\$ 44,578,303*
266	327	12126	Asarco Inc.	\$ 3,198	\$ 169	Richard Demko	Dir./IS	\$ 28,184,995*
267	370	12098	Consolidated Freightways Inc.	\$ 5,281	\$ 57	Maurice W. Johnson	VP & CIO	\$ 117,000,000
268	259	12069	Parsons Corp.	\$ 1,600	--	William Price	CIO	\$ 37,766,400*
269	179	12035	US West Communications Inc.	\$ 9,484	\$ 1,184	David R. Laube	VP & CIO	\$ 925,000,000
270	254	11911	Dial Corp.	\$ 3,575	\$ 1	Michael J. Brown	Asst. Controller	\$ 75,627,031*
271	253	11822	Phelps Dodge Corp.	\$ 4,185	\$ 747	Dudley McRae	Dir./Corp. IS	\$ 36,890,116*
272	354	11803	American General Corp.	\$ 6,495	\$ 545	Michael Atnip	Sr. VP	\$ 198,181,935*
273	150	11775	First Interstate Bancorp	\$ 4,828	\$ 734	Barry Lynn	Exec. VP/IS	\$ 195,069,620*
274	357	11755	Kansas City Southern Industries	\$ 775	\$ 237	Thomas D. Hobbs	VP/IS	\$ 9,363,000
275	206	11753	Harnischfeger Industries Inc.	\$ 2,214	\$ 92	Sean Bradley	Dir./MIS	\$ 33,698,442*
276	339	11608	Burlington Northern Inc.	\$ 6,183	\$ 198	Charles Feld	CIO	\$ 260,000,000
277	258	11601	SPX Corp.	\$ 1,098	\$ (1)	Richard T. Cochrane	VP/IS	\$ 10,000,000
278	250	11598	First Bank System Inc.	\$ 3,328	\$ 568	Terrance P. Sandvik	Pres./IS	\$ 157,631,000
279	286	11582	Caliber Technology Inc.	\$ 2,448	\$ (27)	Gerry Long	Pres.	\$ 160,000,000
280	159	11562	Pacific Gas & Electric Co.	\$ 9,622	\$ 1,339	John C. Danielsen	VP	\$ 200,000,000
281	486	11546	Witco Corp.	\$ 2,000	\$ 100	Ronald Edelstein	VP/MIS	\$ 39,203,548*
282	300	11531	Morton International Inc.	\$ 3,355	\$ 294	Donald Kidd	VP/MIS	\$ 65,756,040*
283	331	11486	Harcourt General Inc.	\$ 3,035	\$ 178	----	----	\$ 83,057,690*
284	284	11479	Gates Corp.	\$ 1,630	--	Randy Bednar	VP & CIO	\$ 39,413,400*
285	372	11470	Allmerica Financial Group	\$ 3,199	\$ 146	Kruno Huitzingh	VP & CIO	\$ 105,000,000
286	184	11458	Quaker Oats Co.	\$ 2,733	\$ 14	James Legere	VP/IS	\$ 49,160,270*
287	308	11430	Freedom Communications	\$ 530	--	Greg Hurst	Dir./IS	\$ 14,505,570*
288	403	11423	Payless Cashways Inc.	\$ 2,686	\$ (129)	Richard Nawrot	Sr. VP/IS	\$ 29,128,777*
289	189	11384	PacifiCorp	\$ 3,401	\$ 505	Paul Pechersky	VP & CIO	\$ 75,000,000
290	299	11357	CSX Corp.	\$ 10,504	\$ 618	John Andrews	Pres./CSX Tech.	\$ 245,000,000
291	247	11336	Merck & Co. Inc.	\$ 16,681	\$ 3,335	Charles Popper	VP/Corp. Comp. Res.	\$ 201,000,000
292	388	11324	Danaher Corp.	\$ 1,487	\$ 108	----	----	\$ 35,950,074*
293	387	11242	Great Western Financial Corp.	\$ 3,562	\$ 261	Michael F. Moore	Sr. VP & CIO	\$ 60,230,929*
294	434	11071	Montgomery Ward & Co.	\$ 7,085	--	Irving Hammer	VP/MIS	\$ 76,843,910*
295	321	11003	Cabot Corp.	\$ 1,841	\$ 172	Michael S. Karlson	CIO	\$ 28,020,111*
296	413	10885	GATX Corp.	\$ 1,233	\$ 101	Robert Kane	Dir./Corp. IS	\$ 18,773,581*
297	397	10815	Chesapeake Corp.	\$ 1,234	\$ 93	Bob Brasington	Mgr./MIS	\$ 18,778,148*
298	323	10763	Service Master Co. LP	\$ 3,203	\$ 172	Joseph Hula	CIO	\$ 75,591,904*
299	352	10672	Chubb Corp.	\$ 6,089	\$ 697	Chuck McCaig	CIO	\$ 185,799,485*
300	379	10645	Thiokol Corp.	\$ 957	\$ 52	Brad Stout	VP/IS & CIO	\$ 26,500,000

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# The Biggest



RANK	RANK	CII	COMPANY	REVENUE	INCOME	HIGHEST RANKING	TITLE	IS
1996	1995	INDEX	NAME	(\$ MILLIONS)	(\$ MILLIONS)	IS EXECUTIVE		BUDGET
301	360	10595	Winn Dixie Stores Inc.	\$ 11,788	\$ 232	Dan Davis	VP/IS & CIO	\$ 127,850,945*
302	204	10517	Magnetek Inc.	\$ 1,203	\$ 21	Tom Pike	Corp. Dir./MIS	\$ 12,000,000
303	230	10475	Phillips Petroleum Co.	\$ 13,521	\$ 469	Frank Barbee	Mgr./IT	\$ 127,790,000
304	271	10468	Timken Co.	\$ 2,231	\$ 112	Cathy J. Crawford	Dir./Corp. IS	\$ 55,550,000
305	440	10430	CBS Inc.	\$ 3,333	\$ 282	Monte Jones	VP/IS	\$ 91,220,877*
306	--	10417	Anixter Inc.	\$ 2,195	\$ 39	Mason Rotelli	Sr. VP	\$ 28,000,000
307	273	10404	Day & Zimmermann Inc.	\$ 800	--	----	----	\$ 12,176,800*
308	--	10386	Laboratory Corp. of America	\$ 1,432	\$ (4)	William M. Meilahn	Sr. VP & CIO	\$ 85,000,000
309	348	10366	Young & Rubicam Inc.	\$ 1,122	--	James R. Scielzo	Sr. VP & CTO	\$ 35,000,000
310	--	10324	SouthTrust Corp.	\$ 1,693	\$ 199	Sam Freeman	Sr. VP	\$ 68,422,341*
311	341	10283	Yellow Corp.	\$ 3,057	\$ (30)	Gail Parris	Pres./Tech. Svs.	\$ 103,684,285
312	386	10236	Guardian Industries Corp.	--	--	Jeffrey Knight	Dir./IS	----
313	343	10211	Cray Research Inc.	\$ 676	\$(226)	Patrick C. Tullo	CIO	\$ 40,000,000
314	--	10183	Silicon Graphics Inc.	\$ 2,228	\$ 225	Michael Graves	VP & CIO	\$ 157,000,000
315	272	10174	Pfizer Inc.	\$ 10,021	\$ 1,554	Cathleen O'Connor	VP/Corp. IT	\$ 280,000,000
316	329	10070	American Electric Power Co.	\$ 5,670	\$ 530	Joseph A. Valenti	VP/IS	\$ 100,744,753*
317	266	10027	Melville Corp.	\$ 9,689	\$(616)	John Freeman	CIO	\$ 105,087,566*
318	446	9997	Farmland Industries Inc.	\$ 7,257	\$ 163	Kent Nunn	VP/IS & CIO	\$ 33,000,000
319	318	9974	St. Paul Cos. Inc.	\$ 5,410	\$ 521	Wayne Hoeschen	Sr. VP	\$ 180,000,000
320	--	9969	Levitz Furniture Inc.	\$ 1,047	\$ 4	Richard J. Mazzoni Jr.	VP/IS	\$ 6,800,000
321	288	9891	Navistar International Corp.	\$ 6,342	\$ 164	Arthur J. Data	VP/IS	\$ 153,349,560*
322	322	9857	Towers Perrin	\$ 868	--	Peter G. Jessel	CIO	\$ 120,000,000
323	330	9834	Dayton Hudson Corp.	\$ 23,516	\$ 311	Gary Wegner	Dir./MIS	\$ 255,054,536*
324	281	9775	PNC Bank Corp.	\$ 6,390	\$ 408	Tim Shack	Sr. VP	\$ 115,156,596
325	481	9738	Banta Corp.	\$ 1,023	\$ 54	Robert Verheyen	Mgr./Sys. Dev.	\$ 68,272,595
326	469	9683	MicroAge Inc.	\$ 2,941	\$ 0	Barbra Cooper	CIO	\$ 38,000,000
327	458	9632	Commercial Metals Co.	\$ 2,117	\$ 38	Craig Dow	Dir./Corp. MIS	\$ 18,657,290*
328	283	9629	Milliken & Co.	--	--	James McCabe	Dir./IS	----
329	195	9620	Baker Hughes Inc.	\$ 2,637	\$ 120	Alfree Schoenfelder	Dir./Corp. MIS	\$ 26,000,000*
330	396	9602	Shaw Industries Inc.	\$ 2,870	\$ 64	Rae Quinn	VP/IS	\$ 60,708,342*
331	319	9582	Jostens Inc.	\$ 665	\$ 56	Darrell G. Brooks	Dir./Tech. Svs.	\$ 14,069,504*
332	436	9517	Amsted Industries Inc.	\$ 1,165	--	Ronald Nalepa	Mgr./Sys.	\$ 17,732,465*
333	445	9501	Ingram Industries Inc.	\$ 11,000	--	P.B. Shah	VP/Sys.	\$ 167,431,000*
334	334	9476	Ball Corp.	\$ 2,592	\$(19)	Richard Durbin	VP/IS	\$ 22,843,244*
335	232	9425	Procter & Gamble Co.	\$ 33,434	\$ 2,645	Frank Caccamo	VP/Mgt. Sys.	\$ 689,000,000
336	--	9416	New York State Electric & Gas	\$ 2,010	\$ 197	Thomas F. Dorazio	VP/IS	\$ 22,700,000
337	433	9411	GAF Corp.	\$ 1,338	--	B.T. Schumacher	VP	\$ 26,224,800*
338	497	9409	Reynolds and Reynolds Co.	\$ 911	\$ 79	Michael J. Gapinski	Treas.	\$ 30,497,542*
339	376	9341	Old Republic International Corp.	\$ 1,696	\$ 213	Edward O'Connor	Asst. VP/MIS	\$ 51,746,997*
340	305	9282	Colgate-Palmolive Co.	\$ 8,358	\$ 172	Ed Toben	VP/IS	\$ 176,809,363*
341	--	9280	General Medical Corp.	\$ 120	\$(10)	James T. Matsey	VP/IT	\$ 15,000,000
342	255	9279	Paccar Inc.	\$ 4,848	\$ 253	Bruce Carlson	GM/MIS	\$ 117,229,476*
343	--	9261	Old Kent Financial Corp.	\$ 1,096	\$ 142	Thomas M. Bobrowski	Sr. VP/IS	\$ 18,200,000
344	256	9233	Bechtel Corp.	\$ 8,504	--	Robert S. Trickovic	Mgr./MIS	\$ 200,728,416*
345	333	9142	Kaman Corp.	\$ 899	\$ 20	Ronald Galla	VP & Dir./IS	\$ 13,690,924*
346	381	9135	Dean Witter Discover & Co.	\$ 7,934	\$ 856	David Diaz	Sr. VP & Dir./IT	\$ 134,154,835*
347	295	9126	Becton Dickinson & Co.	\$ 2,713	\$ 252	Alfred J. Battaglia	CIO	\$ 114,341,066*
348	311	9124	Arvin Industries Inc.	\$ 1,966	\$ 18	Dan Moore	Dir./Corp. Data	\$ 20,000,000
349	342	9112	General Mills Inc.	\$ 5,027	\$ 260	Phillip Semmer	VP & Dir./IS	\$ 90,415,253
350	--	9106	Menasha Corp.	\$ 916	--	Dennis Biederman	Dir./IS	\$ 19,000,000

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\* = InformationWeek estimates.

# The Biggest



RANK	RANK	CII	COMPANY	REVENUE	INCOME	HIGHEST-RANKING	TITLE	IS
1996	1995	INDEX	NAME	(\$ MILLIONS)	(\$ MILLIONS)	IS EXECUTIVE		BUDGET
351	401	9100	MA Hanna Corp.	\$ 1,902	\$ 57	Douglas Shrank	VP	\$ 37,278,298*
352	385	9046	Fluor Corp.	\$ 9,301	\$ 232	Dennis Benner	VP & CIO	\$ 100,000,000
353	349	9033	NACCO Industries Inc.	\$ 2,205	\$ 66	----	----	\$ 33,554,953*
354	399	8934	Dominion Resources Inc.	\$ 4,652	\$ 425	----	----	\$ 82,646,754*
355	338	8865	Brunswick Corp.	\$ 3,041	\$ 134	Howard Gielow	Dir./IRM	\$ 64,337,776*
356	345	8850	Collins & Aikman Corp.	\$ 1,291	\$ 230	Gary Hoskins	VP/IS	\$ 19,657,404*
357	--	8846	Newell Co.	\$ 2,498	\$ 222	Duke Davenport	VP & CIO	\$ 52,851,450*
358	353	8835	Carolina Power & Light Co.	\$ 3,007	\$ 373	Cindy A. Gleaton	Mgr./Info. & Tel.	\$ 53,417,427*
359	407	8776	Pepsi Cola General Bottlers	\$ 30,421	\$1,606	Daniel Dvorak	VP/MIS	\$ 12,500,000
360	335	8774	Norfolk Southern Corp.	\$ 4,668	\$ 713	----	----	\$ 158,343,228*
361	--	8769	Worthington Industries Inc.	\$ 1,484	\$ 117	William E. Miller	CIO	\$ 22,581,404*
362	391	8753	FHP International Corp.	\$ 3,909	\$ 37	Jeffrey H. Margolis	Sr. VP & CIO	\$ 101,000,000
363	351	8746	Consolidated Natural Gas Co.	\$ 3,307	\$ 21	Daniel Madden	Asst. VP/IT	\$ 37,382,694*
364	237	8718	Whirlpool Corp.	\$ 8,347	\$ 209	Robert M. Jones	VP & CIO	\$ 193,000,000
365	378	8690	Dole Food Co. Inc.	\$ 3,804	\$ 120	Herbert W. Perkins	VP & CIO	\$ 68,419,778*
366	398	8609	First Tennessee National Corp.	\$ 1,319	\$ 165	Robert Young	Sr. VP	\$ 53,301,829*
367	455	8593	Wachovia Corp.	\$ 3,700	\$ 603	Walter Leopard	Exec. VP	\$ 150,000,000
368	420	8567	Kohler Co.	\$ 1,700	--	Davor Grgic	Dir./Corp. IS	\$ 35,961,800*
369	257	8565	Abbott Laboratories	\$ 10,012	\$1,689	Kenneth W. Farmer	VP/MIS	\$ 132,891,851*
370	278	8542	Federal-Mogul Corp.	\$ 1,996	\$ (10)	Fred Kearns	VP/IT	\$ 30,379,594*
371	337	8541	Wells Fargo & Co.	\$ 5,263	\$1,032	Barry Lynn	Exec. VP/IS & CIO	\$ 212,667,304*
372	269	8528	Simpson Investment Co.	\$ 1,700	--	Charles Pollnow	CFO & CIO	\$ 17,000,000
373	--	8518	ReliaStar Financial Corp.	\$ 2,090	\$ 169	Robert C. Salipante	Sr. VP	\$ 77,200,000
374	416	8509	JR Simplot Co.	\$ 2,200	--	Raymond Sasso	VP & CIO	\$ 22,000,000
375	--	8475	DynCorp	\$ 909	--	Hank Philcox	Corp. VP & CIO	\$ 2,000,000
376	228	8452	Host Marriott Corp.	\$ 1,162	\$ (64)	Steven Hanna	VP & CIO	\$ 25,000,000
377	251	8423	Tribune Co.	\$ 2,245	\$ 245	John Kazik	Sr. VP/IS	\$ 19,800,000
378	231	8422	Hercules Inc.	\$ 2,427	\$ 333	Thomas Ciconte	VP/Info. Mgt.	\$ 47,572,728*
379	455	8380	Interpublic Group of Cos.	\$ 2,180	\$ 130	Frank Grayeski	VP & CIO	\$ 70,000,000
380	--	8313	Browning Ferris Industries Inc.	\$ 5,779	\$ 385	Sam T. Baty	VP/IS	\$ 136,415,801*
381	336	8274	Rohm and Haas Co.	\$ 3,884	\$ 292	David Stitely	VP/IT & CIO	\$ 66,000,000
382	--	8257	Rykoft Sexton Inc.	\$ 1,569	\$ 9	Ted Symkly	VP/MIS	\$ 25,000,000
383	418	8242	Maxxam Inc.	\$ 2,565	\$ 58	David Geary	Dir./Sys.	\$ 22,609,673*
384	408	8239	Ametek Inc.	\$ 837	\$ 44	William Lawson	Dir./IT	\$ 12,000,000
385	332	8237	American Standard Inc.	\$ 5,221	\$ 142	Pete Rogers	VP/IT	\$ 79,476,086*
386	496	8173	Pulte Corp.	\$ 2,029	\$ 58	John Bisaro	VP/IS & CIO	\$ 10,000,000
387	263	8160	Paine Webber Group Inc.	\$ 5,320	\$ 81	Scott Abbey	CIO	\$ 89,952,082*
388	377	8142	American Stores Co.	\$ 18,309	\$ 317	Stanley Whitcomb	Sr. VP/IT	\$ 198,578,264*
389	--	8130	Associated Insurance Cos.	\$ 3,511	\$ 20	Pete Bowman	CIO	\$ 107,138,375*
390	291	8114	Great American Mgmt. Invest.	\$ 612	\$ 34	Richard Golden	CIO	\$ 11,993,240*
391	--	8089	Archer-Daniels-Midland Co.	\$ 12,672	\$ 796	Ray Preiksaitis	VP/MIS	\$ 227,928,890*
392	417	8054	Steelcase Inc.	\$ 2,500	--	Ed Carr	Sr. VP/Admin.	\$ 46,600,000
393	--	8053	HB Fuller Co.	\$ 1,244	\$ 31	Dan Pitelski	VP/IT	\$ 24,378,833*
394	--	8016	Zurn Industries Inc.	\$ 463	\$ 9	Gerry W. Trichel Jr.	Mgr./Corp. IS	\$ 1,519,000
395	--	8014	Centex Corp.	\$ 3,278	\$ 92	Jeff Neyland	VP & CIO	\$ 1,400,000
396	364	8012	Sundstrand Corp.	\$ 1,473	\$ 79	James Feeley	Dir./IRM	\$ 22,420,533*
397	462	7983	Maritz Inc.	\$ 1,078	--	Dan Westrick	Pres. & Sr. VP	\$ 25,445,112*
398	459	7927	McCormick & Co. Inc.	\$ 1,859	\$ 98	C. Robert Miller	VP/MIS	\$ 33,432,329*
399	--	7894	Pinkerton's Inc.	\$ 864	\$ 11	Linda Bennett	Dir./IT	\$ 20,388,970*
400	--	7851	Hon Industries Inc.	\$ 893	\$ 41	James Goughenour	VP/IT	\$ 13,594,164*

IS budget estimates were done by InformationWeek. See story on p. 44 for details. Revenue and income numbers were provided by Moody's Investors Service and public information sources. Additional data items for each company are provided in industry profiles. See the table of contents for page numbers.

# The Biggest



RANK	RANK	CII	COMPANY	REVENUE	INCOME	HIGHEST RANKING	TITLE	IS
1996	1995	INDEX	NAME	(\$ MILLIONS)	(\$ MILLIONS)	IS EXECUTIVE		BUDGET
401	439	7849	Equitable Life Assurance	\$ 7,274	\$ 350	Leon Billis	CIO	\$ 125,000,000
402	428	7848	LTV Steel Co.	\$ 4,283	\$ 185	Jerry Heckerman	VP/IS	\$ 97,900,000
403	482	7842	International Multifoods Corp.	\$ 2,523	\$ 24	Pat Halbach	Dir./IS	\$ 45,384,744*
404	426	7841	John Hancock Mutual Life Ins.	\$ 5,846	--	Robert F. Walters	Sr. VP & CIO	\$ 183,000,000
405	366	7779	AMR/The Sabre Group	\$ 16,910	\$ 196	Michael J. Durham	Pres.	\$ 600,000,000
406	--	7761	Louisiana Pacific Corp.	\$ 2,843	\$ (52)	----	----	\$ 43,276,347*
407	383	7756	Liberty Mutual Group	\$ 8,919	--	Terry Conner	Sr. VP & CIO	\$ 272,145,447*
408	395	7724	Mallinckrodt Group	\$ 2,212	\$ 184	Jeff Branan	Mgr./IS	\$ 29,361,203*
409	350	7694	Comdisco Inc.	\$ 2,240	\$ 104	Gregory Sabatello	VP/IT	\$ 74,997,440*
410	304	7692	Duke Power Co.	\$ 4,677	\$ 715	Cecil Smith	VP & CIO	\$ 13,000,000
411	441	7654	Burlington Industries Inc.	\$ 2,209	\$ 68	Ritchie Fishburne	Dir./Corp. IS	\$ 46,000,000
412	--	7582	Leggett & Platt Inc.	\$ 2,059	\$ 135	Donald LaFeria	VP/IS	\$ 31,344,605*
413	--	7569	Great Atlantic & Pacific Tea Co.	\$ 10,332	\$(167)	Larry Zimmermann	VP/MIS	\$ 112,060,330*
414	--	7551	FPL Group Inc.	\$ 5,592	\$ 553	Dennis M. Klinger	VP/Info. Mgt.	\$ 114,000,000
415	--	7529	Turner Corp.	\$ 2,727	\$ 1	David S. Forth	Dir.	\$ 3,000,000
416	--	7527	Nash Finch Co.	\$ 2,889	\$ 17	Clarence Walters	VP/MIS	\$ 51,961,493*
417	451	7520	Borg Warner Security Corp.	\$ 1,863	\$ 6	Steve Derry	Mgr./Tech. Svs.	\$ 43,962,450*
418	419	7496	Battelle Memorial Institute	\$ 974	--	Marilyn B. Davidson	Dir./Info. Mgt.	\$ 29,300,000
419	346	7496	Computer Associates Intl. Inc.	\$ 2,623	\$ 432	Sanjay Kumar	COO/Pres.	\$ 85,000,000
420	--	7486	Randall's Food Markets Inc.	\$ 2,400	--	Gary Butler	Dir./IT	\$ 8,135,549
421	--	7429	Hy Vee Inc.	\$ 2,700	--	Ron Waldbillig	Asst. VP/MIS	\$ 29,284,200*
422	--	7428	Regions Financial Corp.	\$ 1,177	\$ 173	William S. Ringle	Sr. VP	\$ 25,600,000
423	248	7402	Nynex Corp.	\$ 13,407	\$ 1,070	Joseph Castellano	VP & CIO	\$ 650,000,000
424	392	7356	AO Smith Corp.	\$ 1,545	\$ 61	Eugene R. Kleinberg	Dir./Corp. IS	\$ 32,678,065*
425	444	7321	Reliance Group Holdings Inc.	\$ 2,906	\$ 96	Ron Grunhut	Mgr./MIS	\$ 88,670,381*
426	461	7319	Transamerica Corp.	\$ 6,101	\$ 471	Catherine Daley	Mgr./IS	\$ 103,157,399*
427	--	7292	Sunbeam Oster Co.	\$ 1,198	\$ 107	Robert Gaynor	Dir./MIS	\$ 25,351,038*
428	--	7279	Kellwood Co.	\$ 1,365	\$ 11	Paul M. Rivard	VP/IS	\$ 16,600,000
429	--	7267	Leucadia National Corp.	\$ 1,558	\$ 108	Larry English	Asst. VP	\$ 23,719,097*
430	358	7238	Pacific Telesis Group	\$ 9,042	\$ 1,048	Diana Whitehead	VP & CIO	\$ 579,827,292*
431	404	7194	CR Bard Inc.	\$ 1,138	\$ 87	Ronald J. Brickle	VP/IS	\$ 47,961,683*
432	309	7175	PHH Corp.	\$ 2,071	\$ 72	David T. Aldridge	CIO	\$ 100,000,000
433	389	7159	Federal Express Corp.	\$ 9,392	\$ 298	Dennis Jones	Sr. VP & CIO	\$ 318,588,508*
434	498	7142	Air Products & Chemicals Inc.	\$ 3,891	\$ 368	Joseph McMakin	VP/MIS	\$ 76,263,600*
435	373	7137	JM Huber Corp.	\$ 1,500	--	Steve Finnerty	VP & CIO	\$ 13,221,000*
436	449	7117	Koch Industries Inc.	\$ 25,200	--	Brad Hall	VP/IT	\$ 284,835,600*
437	374	7068	Southern California Edison	\$ 8,405	\$ 739	Janet Halliwell	CIO	\$ 149,331,635*
438	--	7015	Dexter Corp.	\$ 1,099	\$ 41	Clifford Harrison	Dir./IS	\$ 16,728,549*
439	394	6986	Enron Corp.	\$ 9,189	\$ 520	Alberto Gude Jr.	VP/IS	\$ 186,000,000
440	422	6975	USAir Group Inc.	\$ 7,474	\$ 119	James Boland	VP/IS & CIO	\$ 190,000,000
441	--	6949	Foxmeyer Health Corp.	\$ 5,177	\$ 42	Douglas Schwinn	Sr. VP & CIO	\$ 44,100,000
442	415	6931	Morrison Knudsen Corp.	\$ 1,709	\$ (80)	Roger Widner	Corp. Dir./IS	\$ 7,000,000
443	430	6881	Triarc Cos. Inc.	\$ 1,184	\$ (37)	Barry N. Shufeld	VP & CTO	\$ 8,200,000
444	275	6876	May Department Stores Co.	\$ 10,952	\$ 700	John Danahy	Sr. VP	\$ 118,785,392*
445	--	6860	Fleetwood Enterprises Inc.	\$ 2,856	\$ 85	John Cola	Dir./MIS	\$ 43,466,214*
446	483	6853	Detroit Edison Co.	\$ 3,635	\$ 406	Donald J. Brett	Asst. VP	\$ 100,645,000
447	478	6843	Columbia Gas System Inc.	\$ 2,635	\$(432)	Philip Magley	Sr. VP	\$ 29,785,666*
448	--	6840	Northern Trust Corp.	\$ 1,782	\$ 220	Timothy J. Theriault	Sr. VP & CTO	\$ 190,000,000
449	425	6836	LSI Logic Corp.	\$ 1,268	\$ 238	Lam Truong	CIO	\$ 63,000,000
450	--	6832	Budget Rent A Car Corp.	\$ 2,430	--	Don Saulic	VP & CIO	\$ 70,000,000

CII Index = The value put on a company's information technology activities by Computer Intelligence. See p. 46 for details.

\* = InformationWeek estimates.

# The Biggest



RANK	RANK	CII	COMPANY	REVENUE	INCOME	HIGHEST RANKING	TITLE	IS
1996	1995	INDEX	NAME	(\$ MILLIONS)	(\$ MILLIONS)	IS EXECUTIVE		BUDGET
451	315	6800	Consolidated Edison Co. of NY	\$ 6,537	\$ 724	James O'Brien	VP/IS	\$ 68,000,000
452	--	6779	Mercantile Bancorporation Inc.	\$ 1,394	\$ 217	Richard H. Goldberg	CIO	\$ 35,000,000
453	294	6741	American Financial Group	\$ 3,630	\$ 190	Gerald P. Drew	VP/IT	\$ 110,750,259*
454	276	6713	Mars Inc.	\$ 13,000	--	----	----	\$ 233,831,000*
455	487	6712	Journal Communications Inc.	\$ 592	--	Tamara Drake	VP & Dir.	\$ 3,200,000
456	--	6696	Engelhard Corp.	\$ 2,840	\$ 138	Stephen J. Pook	VP/Bus. Tech.	\$ 55,665,509*
457	437	6688	CMS Energy Corp.	\$ 3,890	\$ 201	Michael G. Morris	Pres./IT	\$ 69,113,630*
458	465	6669	Herman Miller Inc.	\$ 1,083	\$ 4	Wayne Brower	VP/Corp. Bus. Sys.	\$ 16,484,343*
459	--	6668	Tecumseh Products Co.	\$ 1,758	\$ 119	Mike Andrix	Corp. Mgr.	\$ 26,764,606*
460	--	6664	Interstate Bakeries Corp.	\$ 1,223	\$ 21	Michael R. Holdgraf	VP/IS	\$ 25,000,000
461	488	6644	Woolworth Corp.	\$ 8,224	\$(164)	Thomas Beauchamp	VP/IS	\$ 89,197,500*
462	--	6636	Wheaton Industries	\$ 450	--	----	----	\$ 6,849,450*
463	--	6617	Connell LP	--	--	Alan McKinnon	Asst. Treas.	----
464	--	6614	Clorox Co.	\$ 1,984	\$ 201	Jed Williams	VP/IS	\$ 41,973,132*
465	473	6613	US Bancorp of Oregon	\$ 2,917	\$ 329	Lamoine Saunders	Exec. VP	\$ 130,000,000
466	369	6568	General Public Utilities Corp.	\$ 3,805	\$ 440	Claude Mignon	VP/IT	\$ 86,400,000
467	--	6565	Bergen Brunswig Corp.	\$ 8,448	\$ 64	Linda Burkett	Exec. VP & CIO	\$ 34,000,000
468	303	6551	First Security Info Technology	\$ 1,201	\$ 120	Al Pino	CIO	\$ 48,544,191*
469	--	6538	Hubbell Inc.	\$ 1,143	\$ 122	Harry David	HR/MIS	\$ 17,399,521*
470	--	6533	Varian Associates Inc.	\$ 1,576	\$ 106	Don McMorro	CIO	\$ 15,000,000
471	390	6508	Sealy Corp.	\$ 654	\$ 19	Sharon Petrella	VP/IT	\$ 13,833,489*
472	--	6501	Cone Mills Corp.	\$ 910	\$ (3)	Paul Vetter	Dir./IS	\$ 13,854,413*
473	393	6497	Apple Computer Inc.	\$ 11,062	\$ 424	Lisa Schreiber	Dir./Data Center	\$ 370,366,822*
474	410	6495	Allegheny Power System Inc.	\$ 2,648	\$ 240	Jerome Sefcheck	Dir./IS	\$ 47,043,605*
475	400	6491	Pentair Inc.	\$ 1,403	\$ 61	Mark Schroepfer	VP/Finance	\$ 21,353,099*
476	466	6475	Lennox International Inc.	\$ 1,000	--	John Stevenson	VP/IT	\$ 21,000,000
477	477	6457	Northeast Utilities Inc.	\$ 3,749	\$ 322	Neil Bringham	VP & CIO	\$ 66,608,323*
478	484	6452	Washington Post Co.	\$ 1,719	\$ 190	Elizabeth Loker	VP/IS	\$ 47,059,600*
479	493	6445	Continental Grain Co.	\$ 15,000	--	Keith Johnson	Asst. VP/IT	\$ 22,000,000
480	--	6437	Peter Kiewit Sons Inc.	\$ 2,902	--	Steven Johnson	Sr. VP & CIO	\$ 25,578,228*
481	427	6433	The Limited Inc.	\$ 7,881	\$ 962	Jon Ricker	CIO	\$ 85,482,066*
482	448	6426	Maytag Corp.	\$ 3,040	\$ (15)	Edward Wojciechowski	VP/IT	\$ 43,000,000
483	--	6423	Domino's Pizza Inc.	\$ 2,650	--	Ken Herr	Natl. Dir./IS	\$ 13,000,000
484	--	6406	Ryland Group Inc.	\$ 1,585	\$ (25)	Lawrence M. Fiorino	VP	\$ 6,000,000
485	--	6387	PMC Inc.	--	\$ (2)	Harout Samuelian	Mgr./Op.	----
486	--	6384	Tele-Communications Inc.	\$ 6,851	\$(171)	Sadie Decker	Sr. VP & CIO	\$ 187,505,019*
487	--	6381	United Stationers Supply Co.	\$ 1,473	\$ 16	Ergim Uskup	VP/MIS & CIO	\$ 38,200,000
488	411	6366	K III Communications Corp.	\$ 1,046	\$ (75)	Andrew DeMaio	VP/IT	\$ 28,636,978*
489	--	6366	Trinity Industries Inc.	\$ 2,315	\$ 89	Tim Oglesby	VP	\$ 35,235,093*
490	--	6337	Beverly Enterprises Inc.	\$ 3,243	\$ (8)	Barry Ganley	CIO	\$ 40,000,000
491	347	6331	Figgie International Inc.	\$ 359	--	Jan Prox	Mgr./MIS	\$ 5,464,339*
492	--	6304	Walgreen Co.	\$ 10,395	\$ 321	Dave Bernauer	VP/MIS	\$ 112,745,211*
493	472	6271	USF&G Corp.	\$ 3,459	\$ 209	Tom K. Lewis	Sr. VP & CIO	\$ 105,544,467*
494	--	6271	West Point Stevens	\$ 1,650	\$(130)	Dan Laidlaw	VP/MIS	\$ 25,112,793*
495	223	6239	Deluxe Corp.	\$ 1,858	\$ 94	Michael Schwab	Sr. VP & CIO	\$ 31,414,743*
496	450	6236	Central & South West Corp.	\$ 3,735	\$ 421	Don Shahan	VP/IS	\$ 85,000,000
497	--	6235	Mapco Inc.	\$ 3,310	\$ 75	Chris Scalet	VP/IS	\$ 37,412,930*
498	--	6196	Tandy Corp.	\$ 5,839	\$ 212	Richard A. Silvers	VP & CIO	\$ 65,000,000
499	--	6194	Huntsman Cos.	\$ 940	\$ 50	Bob Reid	Dir./IS	\$ 18,424,000*
500	--	6175	Ferro Corp.	\$ 1,323	\$ 49	Joseph W. Balnave	Dir./IS	\$ 9,500,000

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