

**Managing a 'people business' in times of uncertainty:
Human resources in Ocean Transport & Trading's strategy
in the 1970s**

PETERSSON, Niels <<http://orcid.org/0000-0003-4725-1985>>

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Table 4: Ocean Group activities, selected years (£'000)

| | 1974 | | 1976 | | 1978 | | 1980 | | 1982 | | 1984 | |
|------------------------|----------|--------|----------|--------|----------|--------|----------|--------|----------|---------|----------|--------|
| | turnover | profit | turnover | profit | turnover | profit | turnover | profit | turnover | profit | turnover | profit |
| ship operating* | 117,463 | 15,730 | 131,928 | 14,554 | 140,796 | -1,769 | 154,700 | 17,400 | 175,600 | -12,800 | 129,100 | 13,400 |
| ship services | 16,122 | 2,410 | 22,398 | 3,839 | 28,631 | 3,867 | | | | | | |
| distribution | 118,115 | 731 | 164,285 | 1470 | 206,053 | 3205 | | | 439,000 | 10,700 | 608,000 | 13,700 |
| others | 33,697 | -763 | 64,114 | 2,309 | 109,587 | 4,742 | 439,800 | 13,200 | 100,700 | 16,000 | 42,700 | 1,600 |
| TOTAL | 285,397 | 18,108 | 382,725 | 22,172 | 485,067 | 10,045 | 594,500 | 30,600 | 715,300 | 13,900 | 779,800 | 28,700 |

* 1980: all shipping activities

Source: Ocean Transport and Trading, Annual Reports