

sales rebuilding effort. Limping along for years with a five-man sales staff, Allen's sled sales had coasted downhill from near total market domination 40 years ago to a skimpy 15% share. By 1967, Allen's caretakers were happy to unload for \$1,760,000.

Many dealers refused to buy from Allen because Flexible Flyer was too expensive, Hinchliffe recalls. So Leisure rushed chain store buyers with three sled lines, ranging from \$5 to \$20, and introduced an unassembled sled for the mail order trade as well. They brought out a Flexible Flyer catalog, dreamed up merchandising gimmicks such as Flexy's "Safe Sledding Program" and "King of the Hill" promotions, and courted dealers with "no snow" stock protection plans.

As a result, Flexible Flyer sales doubled after the first year of Leisure ministrations.

**Growth targets.** Leisure seems determined to grow even more. A number of possible acquisitions usually are under review, according to Banta, with pet supply, photography and power mower companies current possibilities.

One near hit on the acquisition trail was Rawlings Sporting Goods, which Leisure lost last year to "Automatic Sprinkler." Now in the hopper is an offer to buy California's L. M. Cox Manufacturing Company, which would put Leisure in model airplane kits and engines.

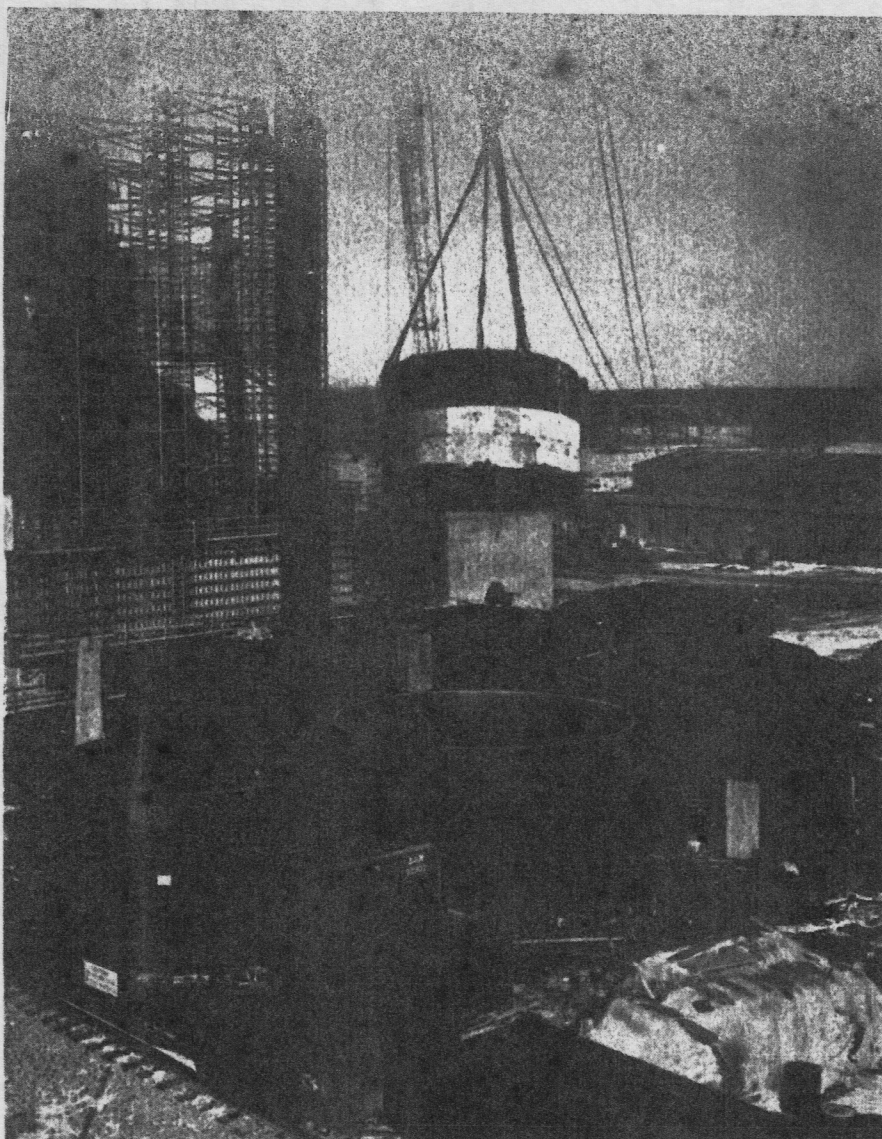
**Two quarterbacks.** As dual chief executives—Banta is board chairman and Hinchliffe is president—both take a hand in Leisure's day-to-day operations. "We both enjoy being Mr. Outside," says Hinchliffe. "Neither one of us wants to stay in the wings pulling the strings."

Hinchliffe devotes his efforts to marketing and product development; Banta takes charge of Leisure's manufacturing operations. Both dicker with finance and accounting.

Still, it's not easy for them to steer completely clear of each other, and the two like this flexibility. "I may dip down into the organization any time and talk to anyone about any damn thing I want to talk about," says Hinchliffe. "This way we keep in touch with each other's projects."

Likewise, Leisure's four vice-presidents, as well as product managers and plant superintendents, get a crack at a variety of company projects, all according to a plan already hammered out.

**Approach.** Such planning is central to the systems approach to empire building, which Banta and Hinchliffe learned at Harvard and



CB-6821

## Nuclear power history in the making

That huge 20-ft. dia. cylinder of 6-in. thick steel being hoisted from a welding igloo is a section of the world's first site-assembled nuclear reactor... another CB&I first.

Northern States Power Company wanted to build a nuclear facility in the center of its distribution area. There was no way to deliver the giant heavy wall General Electric reactor to the site as a completed vessel. So, CB&I is fabricating the reactor in sections, shipping them by rail and is completing the assembly at the site.

As simple as site assembly may seem, it is a tricky assignment. The

field welding, postweld heat treatment and machining equal shop quality in every respect.

CB&I also constructed the lightbulb-shaped steel containment housing in the background, now completed, where the final assembly of the reactor takes place.

This doubleheader at Northern States is another example of how CB&I capabilities in steel fabrication and construction benefit the growing nuclear power industry. Chicago Bridge & Iron Company, Oak Brook, Illinois 60521. Offices and subsidiaries throughout the world.

Chicago Bridge & Iron Company **CB&I**

Serving the fields of Natural Gas, Nuclear Power, Aerospace, Petroleum, Chemistry, Cryogenics, Hydroelectric Power, Water Storage, Municipal and Industrial Water and Wastes Treatment.