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preached at McKinsey. Two cardinal tenets: Take the broad view and plan, plan, plan.

As an organization, Leisure executives are more concerned with getting data to make "good" marketing and financial decisions than they are with setting up individual profit centers, departments, or divisions.

"The advantage in systemizing everything," says Banta, "is that you only make each decision once. You have the smartest guy making the decision for you each time a new problem crops up."

Accordingly, Banta and Hinchliffe have plans for everything. One plan tells salesmen where to go and what to sell for the next five years as the company grows and new product lines are added. Another details acquisitions and product development, and assigns battle stations to company officers who may be involved in takeovers.

**Stay loose.** Hinchliffe admits there are going to be deviations from plan. "Any company that becomes too systems bound," he says, "runs the risk of not accepting change." And important as the planning process may be, Banta warns that plans and systems are no good unless a company knows where it is headed.

He and Hinchliffe believe they know not only where their company is headed, but how it must perform once it gets there.

Over-all, there is a five-year operations plan outlining raw materials sources, labor requirements and product planning, as well as office leases and public relations projects. Behind these plans are personal objectives plans submitted by company officers. To sweeten the pot, there is an alluring incentive program designed with a young (average age, 35) executive staff in mind.

**Other packages.** Banta and Hinchliffe frankly admit taking many of their marketing cues from giants such as General Foods. Leisure's corps of 50 national "retail-detail" salesmen includes a gaggle of ex-food company salesmen, who stock shelves, write orders, festoon stores with banners, and promote an occasional sale of such down-to-earth items as plant foods.

"We've been told," says Hinchliffe, "that we're going to run out of steam; that we need individual profit centers." Someday, Leisure may spawn divisions, rife with vice-presidents, but not until sales are at least 10 times greater, Banta says.

And if that much bigger day rolls around, the two say they'll be ready: They're now at work on plans to package travel, education, and entertainment systems. **End**