

## PROFILE

everything is more crowded," he says. He also praises the Federal Aviation Administration for keeping the skies safe—even though it fined American last year for failing to comply with maintenance requirements. Crandall complained, but he is adding 1,500 employees to American's maintenance staff and has increased the maintenance budget by \$100 million a year.

Crandall will have to keep thinking original thoughts because competitors have a way of matching his past ones. Since he took over as chairman from Casey last year, several other big lines have reached two-tier arrangements with their own unions. As a result, American's cost advantage over major competitors has begun to narrow. In the second quarter of 1985, American's cost per seat-mile was about 8 cents, compared with United's 10.2 cents. Today American's costs are down to 7.4 cents a mile—but United's have plunged to 7.7 cents.

In the rare hours when he is not working, Crandall indulges a few other interests: skiing in Utah during the winter, running a 25-foot sailboat off the Massachusetts coast during the summer. He even performs some of the civic duties that fall to all chief executives, serving in the United Way campaign and on the board of the Dallas Symphony. But with his three children grown and settled—one is an investment banker, one a lawyer, and one a computer programmer—Crandall's life revolves more than ever around his wife, Jan, and prodigious amounts of work.

Crandall seems to have mellowed over the years. "One thing experience teaches you is that there are often two sides to the story," he says. "I'm now a lot more willing to let the other guy tell his side." Translation: When he fires off an order and an employee tries to explain why it cannot be carried out, Crandall may actually listen. He expresses vague thoughts about teaching someday or writing a book on labor relations. But he does not talk about early retirement. Crandall still gets up at five for the half-hour of calisthenics and the three miles or so of running, and he's still there at his desk at night when most of his aides have started to drift home. He can still state with a kind of fierce pride that some of his people have not had a day off in a month.

You just know he is not everybody's ideal boss. Maybe not anybody's. A new bunch of nicknames may even be floating around headquarters. But you can be sure Crandall still does not lose sleep over the wise guys in the office. His elbows are still sharp, and he doesn't much care who knows it. **F**

## PEOPLE TO WATCH

### Saburo Kikuchi



CAROLINE PARSONS

■ For 24 years Kikuchi, a devotee of English novels, helped Sony beat the dickens out of its competitors in product innovation. As the new president of **Lotus Development Japan**, Kikuchi, 46, is about to introduce the Japanese version of the company's best-selling 1-2-3 software. An electrical engineer, Kikuchi worked on the Betamax VCR project and became general manager of Sony's U.S. data products division in 1978. He also helped invent Sony's 3.5-inch micro floppy disk for personal computers. A marketer for now, Kikuchi plans later on to develop new products for Lotus's Japanese customers.

### Debrah Lee Charatan



CHARLES DOERFINGER

■ After six years in the New York real estate business, Charatan got tired of doing the detail work on property deals that earned fat commissions for brokers who didn't know which staircase was up. "I was 23 and I was a little smart ass," she recalls. "I got the feeling they were going to take advantage of me." So in 1980, anticipating a boom in New York commercial real estate, she rented a tiny basement office with a good midtown address and became a broker for investors who buy and sell buildings. Today **Bach Realty** is one of the largest real estate sales brokerage companies in New York, with annual transactions surpassing \$200 million. Charatan, now 29, has kept her business growing by expanding beyond the city as yuppies migrated up the Hudson River to spawn.

### Richard A. Kent



KEF WASSMANN

■ Kent, 41, worked his way through the University of Tennessee by selling Bibles door-to-door. Since then he has sown his seed upon fertile ground: He is chief executive of **Orval Kent Food Co.**, which produces 200 million pounds of prepared salads a year. Noting that modern city dwellers would rather starve than cook, in 1983 Kent diversified

beyond commodity salads (potato, coleslaw, macaroni) to embrace fancier and more substantial fare (shrimp, tuna, crabmeat, antipasto), with a line of desserts for kicks. Sales more than doubled to \$110 million. Kent took over the family business back in 1968 when revenues were only \$400,000. Last year he merged the Wheeling, Illinois, firm with another salad maker, making **Orval Kent** the largest salad company in the U.S. and the only one that delivers fresh salad weekly to supermarkets, hotels, and delis coast to coast.

### Wilma Jordan



■ While many who left college after the turbulent 1960s headed straight to the desert for a good wander, Jordan and 15 fellow University of Tennessee alumni started a business. It grew into the 13-30 Corp., a major publisher of magazines. When 13-30 bought *Esquire* in 1979, Jordan cut costs and installed financial controls. That pulled the magazine out of the red and helped boost revenues nearly sixfold to \$40 million this year. Jordan, 37, is now general manager and chief financial officer of **Esquire Magazine Group**, which split off from 13-30 in June, and insiders say she is next in line to become chief operating officer.

### Andrew Corn



■ If you think your son is a no-good bum, Corn, 28, makes a good case for giving the kid another chance. His own father's opinion of him had sunk to low levels after Corn dropped out of high school and moved away from home. Thanks to intervention by a third party (his mother), Corn started working at his father's graphics firm—as the janitor. Three years ago he took over the company's operations. Now **Admaster** is one place where financial firms such as Salomon Brothers and Metropolitan Life go to design and produce their marketing presentations and other slide shows. Corn has tripled revenues to \$3 million and won accounts from companies beyond the financial community that appreciate his flair for figures. "We don't deceive," he says, "but we know how to make the numbers look pretty." **— Andrew Kupfer**