

The Company of the Future

By Frances Cairncross

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Back in the 1990s, executives and managers could focus on running their companies well. They had to control costs, develop and launch new products, and perhaps negotiate a merger or acquisition.

Today, the demands on these leaders have become more challenging, and the questions have become complex: Who are our competitors? Where do our core skills lie? Should we abandon our successful, long-standing business?

At least eight capabilities are critical for surviving what may be the most revolutionary period in corporate history. Executives and managers must be ready and able to:

1. Manage knowledge effectively.
2. Make fast, yet flexible decisions.
3. Focus on the best customers and “fire” unprofitable ones.
4. Recruit and retain talented people.
5. Create a sense of community.
6. Exploit the Internet’s impact on purchasing and suppliers.
7. Build a more flexible organizational structure.
8. Develop the right leadership skills for success.

MANAGE KNOWLEDGE EFFECTIVELY

The value of a business increasingly lies in intangibles: brands, patents, software, ideas, and expertise. “Knowledge” assets such as these account for perhaps six out of every seven dollars of corporate market value.

Knowledge management involves efficiently connecting those who know with those who need to know, and converting personal knowledge into organizational knowledge.

Executive Trivia Question...

What is a fishyback?

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There are the three kinds of intangible assets:

1. Employee competence.
2. Patents, concepts, models, and computer systems.
3. Brand names, trademarks, reputation, and relationships with customers and suppliers.

The company of the future will concentrate on managing people and intangibles more than on managing physical assets. This will require understanding what knowledge resides with its employees as well as its other knowledge assets.

One of the keys to accomplishing this is to get workers to share ideas. There are three key reasons for this.

First, expertise is now relatively more expensive. Given the widening premiums for skill, companies must pay more for top talent, so they need to find frugal ways to use it.

Second, the incessant innovation and refinement of new products and services require an endless stream of fresh ideas.

Third, workers in an office need to communicate and cooperate to build a service, just as workers in a factory work together physically to build a machine.

Getting workers to share knowledge requires the management of experts and the management of collaboration. Both tasks require special skills. But both are as much about creating the right incentives for talented individuals as about designing software.

Companies must balance two potentially conflicting aims: rewarding their most talented people enough to keep them on board, and at the same time developing pay structures that emphasize teamwork rather than individual effort.

They must also think creatively about sharing knowledge with other

companies. Success will depend not just on maximizing the amount of knowledge shared between companies, but also on establishing the right degree of openness between them.

MAKE FAST, YET FLEXIBLE DECISIONS

Managers must be willing to make decisions that are roughly right, rather than postponing a decision that may be exactly wrong. In general, it's best to avoid big-bang decisions. Instead, make small incremental moves that leave room for flexibility and for changing course if circumstances change.

Internet technologies may also encourage more people to get involved in a group decision. Shy participants will be able to add their views anonymously through group-decision software. On some issues, group software will enable voting over the corporate intranet.

But both the Internet and the software have an obvious limitation: they are not responsible for the final outcome. Managers are. As a result, managers will need strong skills in such areas as recognizing patterns.

Thus, it is more important than ever for managers to be able to spot trends, pick out what matters from data that is constantly being updated, and to know when they must change the company's strategy to stay aligned with the needs of customers.

FOCUS ON THE BEST CUSTOMERS

Most companies tell themselves that their customers are their lifeblood. Many, however, do not behave as though they believe it. Customer loyalty is critical because it is far less expensive to keep an existing customer than to recruit a new one. A wide range of studies support the famous "80-20" rule, which asserts that 20% of customers pro-

duce 80% of a company's profits. Thus, managers must learn to focus on the profitable minority. Fortunately, the Internet, with the wellspring of customer data it collects, often makes this task easier.

With this information, companies can use two segmentation strategies to offer their best customers special benefits. One strategy is to create customer clubs, in which frequent purchasers pay lower prices or gain a higher level of service than other customers. The other strategy is to bundle offerings together; the best customers could receive free travel insurance when they book a first-class flight, or receive free text messaging when they buy a cell phone contract.

When customers are clearly unprofitable, companies must learn to "fire" them. The notion of firing customers makes many managers squirm. But the fact is that a company that loses money on most of its transactions will not be in business for long.

RECRUIT AND RETAIN TALENTED PEOPLE

Like customers, some employees add more value than others to a company. The difference is the best employees generally know their value.

A few first-rate performers who can provide the product ideas, the strategy, the inspiration, and the drive. One really talented person is worth a half-dozen mediocre ones. And the first-rate performers will know to the nearest cent what they could command elsewhere. Even in bad times, they will call the shots in the job market. In fact, when the economy is gloomy, the power will actually shift to the best performers because that is when they are in the greatest demand.

Already good managers spend about a third of their time finding the

right people. But as important as finding and keeping talented people is today, it will become even more critical in the future.

Internet technologies have made it easier to locate highly skilled people, but it has also made it easier for them to leave your company. Also, because there are more bidders for their services, the price of hiring and retaining the most talented people will also rise.

Some imagine that the company of the future will be a mere talent broker, employing few people directly but outsourcing most activities to free agents. They argue that the market for talent will come to resemble more closely the market for other desirable and scarce commodities.

In the company of the future, markets for talent will be not only external, but also internal as well. A manager will be able to call up and examine a potential recruit's work experience, past assignments, and willingness to relocate. The manager will also be able to look at a candidate's latest job review.

Managers can search the database for a particular set of skills instead of turning to the Human Resources department. Yet, the HR staff will still play an important role by ensuring that the information for the database is collected and structured in a way that gives it true value.

CREATE A SENSE OF COMMUNITY

Future workers will travel constantly, or they will work on projects in teams that disband when a project is done. Their colleagues may be half a continent away. Because of all of these changes, companies will need new ways to bind the workforce together and promote a sense of loyalty and community.

The Internet will ensure that every employee has access to the corporate news, views, and vision.

Effective communication will be crucial in the company of the future. Chief executives will need to think of themselves as "chief communicators" who must be able to write clearly and persuasively. Their main link will be the written word.

Communication will also require an ability to come across on video effectively. The leaders of big companies will need to be more like effective politicians, who are able to inspire and lead from a distance.

If messages travel only from the top down, they will have modest impact, and sometimes may do more harm than good. True employee commitment will depend upon creating a sense of belonging to a community or a team.

How can managers create this sense of belonging? One answer is to create smaller units to which people will feel they belong. Many creative companies organize people in groups of 100 or less. These smaller teams will often be more effective. The best teams will consist of between two and 25 people.

The Internet will also help solve another challenge that a company of the future will face: how to manage people who are increasingly mobile. To a large extent, the task of managing mobility involves recognizing the importance of the company's intranet as a way of keeping mobile workers up-to-date.

Companies must design their intranets with far-flung workers in mind. With a corporate intranet, the manager's role will be to filter and structure information. As with knowledge management, the task of deciding what appears on the intranet is vital, but once there, the information will need to be available to everyone. The Intranet must reflect corporate acceptance of its need to tolerate the way many employees will mix work with home life and vice versa.

The company of the future must

use the Internet to give a common purpose to all of its employees.

EXPLOIT THE INTERNET'S IMPACT ON PURCHASING

Purchasing is one of the early areas to demonstrate the Internet's potential benefits because electronic marketplaces offer a genuinely revolutionary way of doing business. The most successful exchanges will create a sense of trust, establish a reputation for reliability, and promote a common set of standards so that purchasers can easily compare all suppliers' offerings and prices.

Companies will never buy everything on the Internet, but they will buy more and more. The company of the future will use the Internet to achieve two goals:

First, to widen its range of potential suppliers.

Second, to deepen its relations with existing suppliers.

The Internet will allow companies to compare prices more easily than ever before. It will also make it possible to consider suppliers across the globe. At the same time, the Internet will allow companies to reduce administrative costs and speed up transactions with current suppliers. In the future, companies may separate these two functions, conducting them through two separate Web sites because they require such different approaches.

The most striking change will take place in the supply chain. The future will require companies to assemble a network of suppliers called a "web" or "ecosystem" instead of the traditional supply chain concept. Managers will depend more than ever on the efficiency of their suppliers and their own ability to manage them.

This will require a view that key

suppliers are partners to be trusted, not as irritations to be overcome. The suppliers of the future must be able to share a retailer's understanding of swiftly changing market behavior and know something of what their fellow suppliers are doing. When the supply chain becomes a web, each strand both supports and relies on the others with which it intertwines.

In addition, the transition to a just-in-time economy has made economic slowdowns sharper, but perhaps shorter. In the past, when demand grew more slowly, companies took months to adjust their inventories, prolonging the slowdown and turning a mild deceleration into a recession. Now, they cut immediately, sending powerful tremors through the economy. But when orders come in, companies will just as quickly ramp up their inventories, and propel the economy into a recovery.

BUILD A MORE FLEXIBLE ORGANIZATIONAL STRUCTURE

Companies will be less hierarchical and more modular. No longer will a company be a rigidly designed machine, instead, its parts will be reassembled into new structures.

Franchises will be more important and will assume new shapes. So will alliances and partnerships with other firms. Horizontal integration will flourish as companies concentrate on doing what they do best. New entrants will spring up more quickly and increase competitive pressures. Many of these new companies will be "plug and play" companies, which pull together a set of services provided by other firms.

Internet technologies will reinforce the trend toward flatter, less hierarchical structures. They will allow people in the middle of a business to communicate directly and easily with each other. No longer will management have to be the conduit.

Another important factor will be the decrease in the costs of communicating and acquiring information.

Companies will face a more evenly balanced choice about how much to concentrate on what they are good at, and how much to buy other goods and services from outside. Because almost everything can be inexpensively outsourced, it will be possible to go from idea to product in nine months.

Companies must organize themselves to capture, channel, and finance new ideas. Once it is clear that innovation is largely about refinement and process, it will become essential to collect ideas from people who are actually doing the job at the moment. Companies will have to find ways to draw good ideas from the majority of their employees rather than simply from a few creative spirits in R&D.

One of the oldest dilemmas of organizational architecture is whether to build around functions or markets. In the past, large companies have usually opted for function. Now, that is changing. A psychological effect of emphasizing function is to create a business in which production matters more than the customer, and supply more than demand. The divisions that produce the product or service "push" it out to the customer; in a more responsive firm, the customer "pulls" out what he or she wants.

Some companies have moved to an organization based around the market. These companies have set out to give the global customer a single point of contact. In such "front-back" organizations, the lead comes from the people who deal directly with customer segments.

Companies will find it easier to outsource or to franchise. They will use communications to develop deeper relations with suppliers, distributors, and many other partners. Like the manufacturing process itself, company structure will become more modular. Tomorrow's established companies strengths will lie in their

ability to assemble projects quickly and nimbly, in their coordination of skills and technologies, in their brands, and above all, in their ability to attract and retain the best people.

DEVELOP THE RIGHT LEADERSHIP SKILLS FOR SUCCESS

Most of today's effective corporate leaders will do well in the company of the future. Their greatest challenge will be to maximize a company's access to talent and intellectual capital. Executives must therefore excel at spotting and recruiting talent, handling the complexities of rewards, and managing clever people around the world.

Corporate needs will pull managers in two directions. On one hand, collaboration and teamwork matter more, so companies must find ways to motivate and reward good team players. On the other hand, companies also require the occasional star, who may earn more than the chief executive.

Running a business may resemble managing a sports team, a group of competitive superstars who need coaching collectively, but who also know exactly what their individual talents are worth in the market.

In the future, many corporate leaders will want a head office that is small but strong, and one that provides only those services that add value to the corporation as a whole. Specifically, the head office of the future will perform the following eight tasks:

1. Manage the strategy process.
2. Develop leadership and recruit new people.
3. Oversee the functions that are part of a corporation's existence as a single legal entity, such as raising capital and publishing accounts.

4. Make policy, including setting overall performance targets.
5. Provide services where there are economies of scope or scale, as in management training.
6. Lobby government and deal with broader corporate responsibilities for the environment and society.
7. Handle corporate brand management.
8. Manage internal and external communications

Given that intelligent people are the most valuable resources of the company of the future, executives must systematically attract and deploy them well. Competition for the most talented people, even within the firm, will intensify as time goes on. It will therefore become even more important for managers to be skilled coaches who are able to spot potential early and to nurture it.

Anyone remember this??

It was 1987! At a lecture the other day they were playing an old news video of Lt.Col. Oliver North testifying at the Iran-Contra hearings during the Reagan Administration.

There was Ollie in front of God and country getting the third degree, but what he said was stunning!

He was being drilled by a senator; "Did you not recently spend close to \$60,000 for a home security system?"

Ollie replied, "Yes, I did, Sir."

The senator continued, trying to get a laugh out of the audience, "Isn't that just a little excessive?"

"No, sir," continued Ollie.

"No? And why not?" the senator asked.

"Because the lives of my family and I were threatened, sir."

"Threatened? By whom?" the senator questioned.

In the future, some managers will have to pay a few key superstars more than they earn themselves. In most businesses, though, stars will be less important than teams. The most widespread revolution in the workplace will come from the rise in collaboration and the decline of hierarchy.

Technology is a tool. But the success with which technologies will be exploited depends primarily on good leadership and management. The leader's "people skills" will ultimately determine how successful the company of the future is.

Companies of the future will:

1. Reinforce outsourcing, a trend that has been in progress for at least two decades.
2. Further reduce inventory, a move that began long ago with just-in-time production.
3. Bolster globalization, allowing companies to manage overseas operations and connect with foreign

"By a terrorist, sir" Ollie answered.

"Terrorist? What terrorist could possibly scare you that much?"

"His name is Osama bin Laden, sir" Ollie replied.

At this point the senator tried to repeat the name, but couldn't pronounce it, which most people back then probably couldn't. A couple of people laughed at the attempt. Then the senator continued. Why are you so afraid of this man?" the senator asked.

"Because, sir, he is the most evil person alive that I know of", Ollie answered.

"And what do you recommend we do about him?" asked the senator.

"Well, sir, if it was up to me, I would recommend that an assassin team be formed to eliminate him and his men from the face of the earth."

The senator disagreed with this approach, and that was all that was shown of the clip. (By the way, that senator was Al Gore)

suppliers in more intricate ways

4. Enable the focus on the customers that so many companies strive to achieve.
5. They will accentuate the need for talented and inventive people, who will have an even sharper idea of their value on the world market.
6. Empower the flat structures of modern businesses to operate more effectively and make them even less hierarchical.

In all of these ways, the company of the future will be a logical extension of the company of today. For executives and managers who want to be a part of that future, the time to start planning for a successful tomorrow is right now.

*Frances Cairncross in the Management Editor on the staff of **The Economist***

Also:

Terrorist pilot Mohammad Atta blew up a bus in Israel in 1986. The Israelis captured, tried and imprisoned him. As part of the Oslo agreement with the Palestinians in 1993, Israel had to agree to release so-called "political prisoners."

However, the Israelis would not release any with blood on their hands, The American President at the time, Bill Clinton, and his Secretary of State, Warren Christopher, "insisted" that all prisoners be released.

Thus Mohammad Atta was freed and eventually thanked the US by flying an airplane into Tower One of the World Trade Center. This was reported by many of the American TV networks at the time that the terrorists were first identified. It was censored in the US from all later reports.

Innovative Health Ideas

By Thomas E. Ollerman, Ph.D.

Milk Can Prevent Yeast Infections

According to University of Michigan professor **Dr. Barbara D. Reed**, research subjects who drank no milk were four times as likely to have yeast infections as those who drank at least two glasses of milk a day. Researchers theorize that milk contains an anti-yeast culture similar to that found in yogurt.

Mom-to-be Beware of These Pets

Stay away from pet hamsters and mice if you're pregnant. A study from the University of Arizona reveals that in rare cases, contact with these rodents can infect mothers and babies with a virus called LCMV. The virus causes only flu-like symptoms in the mother, but can result in vision problems and seizures in the unborn.

Get Rid of Jock Itch

Fungal infections of the groin are real sore spots with guys - but it's easy to prevent them. Dermatologists **Henry and Michele Gasiorowski** of Greenwich, Conn., suggest that men simply wear loose-fitting clothing while working out and use absorbent powder - especially in hot weather.

Losing Teeth Can Cause Strokes

A 12-year study of 41,380 male health care professionals found that those with close to a full set of 32 teeth were 57 percent less likely to have strokes involving blockages of arteries leading to the brain than those who had less than 25 teeth. Men with 11 to 16 teeth had a 74 percent higher risk than men with a healthy mouthful of teeth.

Tired of Your Gummy Grin?

Good news for folks who flash more gum than tooth when they smile - now there's a procedure that can cut back excess gum tissue that's cover-

ing up those sparkling whites. Called a gum lift, it's done under local anesthesia and costs about \$150 to \$250 per tooth. "Removing just 1 to 2 millimeters of gum can make a huge difference in your smile," says Beverly Hills periodontist, **Sharyar Baradaran**.

Tooth Paste Can Chap Your Lips

If your lips get cracked and chapped even in warm weather, your toothpaste may be the culprit. Some ingredients in toothpaste - including those in tartar-control products - can cause a reaction that makes your lips more likely to peel and crack according to dermatologist **Dr. John E. Wolf** of Baylor College of Medicine in Houston. Dr. Wolf says switching to a baking soda toothpaste may help you kiss your chapped lips goodbye.

Drug Slows Alzheimer's Disease

If approved for use in the United States, the drug memantine would be the first to slow the progression of advanced Alzheimer's disease.

Most drugs are effective only in early Alzheimer's. But a recent U.S.-German study of 181 patients with moderate-to-severe forms of the brain-wasting disease over 28 weeks showed those who took memantine functioned longer without assistance than those who took a placebo.

"It's a breath of fresh air for caregivers and for patients," lead researcher **Barry Reisberg, M.D.**, of the New York University School of Medicine, told reporters. Study results appeared in the April 3 *New England Journal of Medicine*.

In another Alzheimer's study, scientists found in laboratory tests that the non-steroidal anti-inflammatory drugs ibuprofen and naproxen break up brain lesions known as plaques that are sure signs of the con-

dition.

The over-the-counter painkillers may also prevent plaques from forming, says **Jorge R. Barrio**, who led the research at the University of California Los Angeles medical school. The findings are in the March issue of *Neuroscience*.

Easter Lillies Can Heal

The flowers contain oils that can be used as an antiseptic - and the petals contain a substance that fights inflammation and speeds healing. Lily tincture, made from lily petals and rubbing alcohol, can be used to treat minor cuts scrapes and splinters, according to **Douglas Schar**, a clinical herbalist in Washington, D.C. and author of the book, "Echinacea: The Plant That Boosts Your Immune System."

Cinnamon Helps Battle Blood Sugar

Cinnamon in the diet makes insulin more effective at handling blood sugar, according to **Dr. Richard Anderson**, a scientist at Beltsville Human Nutrition Research Center in Maryland. He suggests taking 1/2 to one teaspoon of cinnamon daily.

Oregano Kills Germs

Spicing up your meal with oregano can help fight off germs! Researchers at Georgetown University discovered that natural oils in the spice can kill drug-resistant forms of bacteria, including staph. Study author **Dr. Harry Preuss** said small amounts of oregano oil diluted with olive oil are as effective in stopping bacterial growth of some standard antibiotics.

Think Positively and Live Longer

You can add years to your life just by looking on the bright side of the aging process, a new study shows. And amazingly, the increased longevity is more significant than gains you can make by quitting smoking and taking up exercise.

According to the study's author, **Dr. Suzanne Kunkel** of Miami University, men and women who responded positively to questions about growing older lived about seven and a half years longer than those with negative attitudes.

A Little Fat Helps Fight Stress

Adding a little more fat to your diet can help keep the weight off. When you're under stress, your body creates new fat cells so you'll have stored energy for the expected rough times ahead. "Increasing your fat intake lets your body know that fat is readily available," said **Carolyn Berdanier**, Ph.D., professor emeritus of foods and nutrition at the University of Georgia. But don't add too much fat, she cautions - about an extra three grams per day is enough.

Snack at Night, You Won't Gain Weight

Good news for midnight snackers! Eating later than 8:00 p.m. won't make you gain more weight, according to an expert. "People think if they eat at night they'll store calories" said **Madely Fernstrom**, director of the Weigh Management Center at the University of Pittsburgh Medical Center and if they eat during the day they will burn calories. "But night activity is inconsequential relative to the calories you burn."

New Joint Surgery

Researchers have great news/or patients who need new hips or knees. Space-age technology now allows millions of Americans to undergo joint replacement surgery with less pain, less expense and less time spent in the hospital.

"This is a major breakthrough and I am very excited, **Dr. Mark Hartzband**, director of total joint replacement surgery at Hackensack University Medical Center in New Jersey.

The new form of knee surgery uses a device called the UniSpacer,

which promotes a cheaper, less-aging alternative for those who don't need a total joint replacement. In total joint replacement surgery, the entire knee - including cartilage and bone - is removed. The procedure requires a very large incision and a long recovery period. But with the new technology, suitable for patients who have arthritis just in the knee but not in surrounding areas, bone spurs are removed and rough cartilage is smoothed off. Then the UniSpacer, made of cobalt chrome, is inserted into the knee joint through an incision approximately two inches long. No bone is removed and the patient is ready to go home after just one or two nights in the hospital.

The cost of the surgery is half that of total knee replacement. The advantages of applying this less invasive technique to hip replacement surgeries are almost as great. "There are about 200,000 hip replacement surgeries done each year. And most of these patients are candidates for the new form of surgery."

With the new procedure, doctors make an incision of about three inches, as compared to the 10 to 12 inches required for the traditional surgery. The surgeon dislocates the hip, removes the ball and hip joint and cleans out the socket. A cup made of titanium is inserted and the hip is put back together. The patient is ready to go home within one to three days. Because the new surgery is performed faster than the older operation, there is less blood loss, less chance of infection and less pain. And the hip is more stable, so there is less chance that it will become dislocated later.

Contact Lenses May Treat Eye Disease

In the beginning contact lenses eliminated eyeglasses. Now they might eliminate drops and other medications used to treat eye disease. That's because researchers are devel-

oping soft contact lenses with tiny embedded particles that slowly release drugs. "Our approach will work for any kind of medication, including treatment for glaucoma, infections, dry eyes and so on" according to **Anuj Chauhan**, a chemical engineer at the University of Florida. The lenses deliver medicine directly to the eye, reducing side effects, he reported at a recent meeting of the American Chemical Society. People could also use non-corrective lenses.

Obesity is Hard on Your Heart

You've been told for years that being fat is bad for your heart. But why is it, exactly? One reason recently discovered in a study by the Boston University School of Medicine is that obese people have higher levels than thin people of free radicals, substances in the body that damage cells. An oversupply of free radicals, known as "oxidative stress," is thought to contribute to heart disease. The study, with 2,828 people in the Framingham (Mass.) Heart Study, was reported in the March issue of *Arteriosclerosis, Thrombosis and Vascular Biology*.

Peanut Butter Can Prevent Diabetes

A 16-year study involving more than 83,000 women found that those who ate peanut butter just once a week had a 16 percent lower risk of developing Type II diabetes than those who ate no peanut butter. And the women who ate one tablespoon of peanut butter or a handful of nuts at least five times a week were 27 percent less likely to develop diabetes.

Nuts contain fiber and magnesium, which help maintain proper insulin and glucose levels. The results were released by the Harvard School of Public Health.

New Drug for Menstrual-related Migraines

For the more than 5 million

American Women who suffer from disabling menstrual-related migraine headaches, “Frova represents a real breakthrough,” declared **Dr. Stephen Silberstein**, professor of neurology at Thomas Jefferson University Hospital in Philadelphia.

“Hormonal changes associated with a woman’s period trigger these headaches”, Dr. Silberstein explained.

“Symptoms include a gripping pain - initially on one side of the forehead - but ultimately migrating to the other side where it becomes a throbbing pain - Sensitivity to light and noise, bloodshot eyes, nausea and vomiting.”

These menstrually associated migraines typically last several days. Both the symptoms and duration vary from woman to woman, but they are extremely unpleasant. Furthermore, they are difficult to treat once they begin.

Dr. Silberstein headed a study of 545 women with menstrual migraines. They took single and double doses of Frova over a period of three months. The results were impressive, said Dr. Silberstein.

“Significantly, 50 percent of the patients on the double-dose regimen suffered absolutely no migraines, as well as 39 percent of those on the single dose regimen. By contrast, only 26 percent of those on the placebo were migraine-free.

And Frova does not appear to induce any serious adverse side effects in women taking it.

Frova is ideally suited for use as a preventive measure for menstruating women because there is a definite trigger associated with their migraine attacks, which come at a readily predictable time.

“Since Frova has already been approved by the FDA as a headache agent, any woman suffering from menstrually related migraines should consider consulting a physician about using it.”

Cancer in Pets is a Warning

Cancer rates in pets could become an early indicator of environmental hazards and cancer risk in humans. Pets share the same environment as humans and are exposed to many of the same potentially carcinogenic compounds. Because cancer progresses more rapidly in pets, its cause can be determined more quickly than in humans. A newly established Companion Animal Tumor Registry in New York State will serve as a pilot project allowing researchers to merge animal-cancer and human-cancer data.

Source: Breast Cancer and Environmental Risk Factors, Cornell Center for the Environment, 112 Rice Hall, Cornell University, Ithaca, New York 14853. Web site www.cfe.cornell.edu/bcerf.

Executive Trivia Answer...

A ship loaded with highway truck trailers.

Thought To Ponder...

Animals have these advantages over man: they have no theologians to instruct them; their funerals cost them nothing; and no one starts lawsuits over their wills.

Voltaire