Talking Blowfish to Enliven the Internet: Software Firm to Offer Colorful Imagery for User Chats JARED SANDBERG Staff Reporter of THE WALL STREET JOURNAL Wall Street Journal (1923 - Current file); Apr 3, 1995; ProQuest Historical Newspapers: The Wall Street Journal

TECHNOLOGY

Talking Blowfish to Enliven the Internet

Software Firm to Offer Colorful Imagery for User Chats

By JARED SANDBERG

Staff Reporter of THE WALL STREET JOURNAL NEW YORK-Virtual worlds, as on-line computer buffs call them, may be the next part of the Internet to get mighty

Software concern Knowledge Adventure Worlds Inc. is expected to roll out an on-line virtual "environment" this week, hoping hordes of Internet users who now interact via bland text messages will want to gab and roam in a setting of mountains, spaceships and convention centers in simulated three dimensions.

Already, users from around the world meet in cyberspace to swap real-time text messages, discussing everything from sports cars to Chinese politics. But such meetings are visually limited to type on a computer screen.

To enhance the experience, a host of companies are working to render on-line hangouts—with a cover charge. They hope to add "3-D" imagery and characters to the Internet, which boasts thousands of bulletin boards, hundreds of role-playing games and live typing discussions

Knowledge Adventures will offer a colorful cyber-hangout, dubbed Worlds Chat. Users can chat while wandering through the "space station," which resembles a textbook diagram of a water molecule. Inside, they can stroll hallways that look

like those aboard the Starship Enterprise, meander through wood-paneled rooms and head outdoors to an open plaza. Users can select 3-D characters to represent them, picking from a palette of images that includes random people, chess pieces and a blowfish. Aside from the prospect of a talking blowfish, the images are photo-re-

"We're doing this to change the way people communicate with each other," said Greg Beasley, general manager at Knowledge Adventure Worlds. "I see this as stealing half an hour away from watching TV reruns."

Elsewhere in cyberspace, Fujitsu Ltd.'s Cultural Technologies unit recently unveiled its upcoming Worlds Away service. While it won't allow photo-realistic 3-D wandering, it will let CompuServe users select their own animated characters, whose typed messages are accompanied

by shrugs and smiles.

Last month, software company Ublque Ltd. rolled out a service where photos of "chatters" appear on screen as they type messages on the World Wide Web, the multimedia portion of the Internet, Separately, Community Co. is spearheading development of 3-D rendering software for widespread use on the Internet, known as the Virtual Reality Modeling Language, which will eventually include chat capabil-

"All of these things presage the new telecommunications medium that is going to replace the telephone touch-tone keysaid Jerry Michalski, editor of EDventure Holdings Inc.'s technology newsletter Release 1.0. Such chatting in virtual worlds, he predicts, could become "the backdrop" for on-line business meetings.

Indeed, Knowledge Adventure Worlds has set sights on business. Next October it plans to launch an on-line Worlds Fair (and owns rights to that name), which will feature business-sponsored pavilions. By year end, the company plans a Worlds Trade Center where companies can display their wares.

The efforts have drawn the interest of

advertisers. The new service "gives you the sense of being in the environment in a way that you haven't had on the Internet said Andrew Frank, a partner at WPP Group's Ogilvy & Mather Direct. That company and two other ad shops are developing interactive "billboard space" for clients whose pitches will appear in the 3-D worlds that users visit.

Knowledge Adventure Worlds, a spinoff Knowledge Adventure Worlds, a spinoff of closely held Knowledge Adventure Inc., a CD-ROM software maker, is giving away its new "world" software over the Internet, hoping to hook "millions" of consumers, said the company's Mr. Beasley. But only high-power users who have special "SLIP" software will be able to use it. Eventually the company plans to charge customers an hourly fee like an on-line service.

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INDEX TO BUSINESSES

This index of businesses mentioned in today's issue of The Wall Street Journal is intended to include a singuisficant references to parent companies. For interprets to these companies are builded type in all ratios scrept these on page one, the abtional pages and the Leisure & Arts page. The index doesn't cit companies listed solely in the Digest of Earnings, which appears today on page 36.

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ENTERPRISE

Chicago Targets Home Offices; India Missions Help Out-

Chicago Targ

By Stephanie N. Meita

Staff Reporter of The Wall Street Journal

ZDNING LAW proposals alarm homebased business owners of the mark of the

nome-target businesse, are a constant
worry for the growing number of Americas who have put the daily comite in
their renewes mirrors. Chicago offsmals
want to liberalize the city's zoning laws,
which problid home-based businesses, and
which problid home-based businesses, which probled home-based resired the size
of a home office a sample for other cities, are
ularming home-business owners far beyound the Windy City.

These revisions would restrict the size
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Gary and Beth Hower, consultants who work from their apartment on Chicago's North Side, say they don't find the employed and a space restrictions prohibitive. But they say the city's actions are motivately partly by the prospect of fresh in the contract of the city's not better the contract of the city's neighborhoods. "We don't want a home-bused business that draws attending to commercial activity," says William The ordinance wouldn't apply to comportate employees who occasionally work from home, Mr. Banks Says. The full Chy Council is especial to vote on the measure April 12, he add control to the city of the

BUSINESS GROUP SHUBS the Small Business Administration. The Small Business Association of Del-aware Valley, a 5,000 member advocacy group in Collingdale, Pa., Sald it no longer wants to run a "designated" SBA resource center.

wants to run a "designated" Sha resource center.

"We feet the SBA at this point, is not functioning well," says "Sephen Mar-iovitz, who sits on the business group's board. "We cannot find a slighe member who has had a satisfactory experience with the SBA."

The Delaware Valley group's action reflects witespread dissalistaction with the SBA in the small-business community.

Many national advocacy groups have similar complains about the agency alleged lack of responsiveness. But few groups have distanced themselves from the SBA as clearly as the Delaware Valley group. In letters to SBA administrator Positip Land and the SBA are source center's more sense of the SBA and the SBA are source center's provided only informal counseling and receive and season of the SBA as a surprised by the group's decision to sever the SBA space. The spency has 30 resource centers in the Delaware Valley, the SBA space. The spency has 30 resource centers in the Delaware Valley, the center that has dropped out of the SBA program.

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MS. McCan spay the was surprised by the group's decision to sever the surface of the spay of

TRADE MISSIONS HELP small companies get business in India.

State and federal trade missions to India – fast becoming the junket of choice for lawmakers—are also helping small and middisc companies go global.

While the headthies have focused mostly on the ventures of big corporations such as Raytheon Co. and Saron Corp..

several smaller concerns have benefitted, from the histest government pash to do business with the emerging Asian nation. "I was lice-to-face with decision makers and people who could really make the business happened to us," says I may Tierra and the business happened to us," says I may Tierra and the business happened to the business happened to the business happened to the business happened to the business in conducted in English. To the special says I make, which help and could really the business is conducted in English. The business is conducted in English and the business is conducted in English. Exports by very small companies to a really support to the Bayout Import Bank says. Some states are actively see unjour business is conducted in English. Exports by very small companies to five did the state of Western countries. Exports by very small companies to five actively see unjous business production in the Bayout India already have begun to rise, the Bayout Import Bank says. Some states are actively see unjous business production the sections of incline business ideals from example, with host shere decigning the sections of incline business ideals fill year. Indian poperment of joined and business ideals from the sections of incline business ideal seed the sections of incline business ideal seed this year.

tions of incian business leaders this year.
Indian government office is and busiress leaders expressed an "eggerness to
do business with much smaller entities,"
says licholas Rostow, executive director
of the Massachusetts office of international trade and investment.

SMALL TALK: The SBA found 111 active Small Business Investment Companies and specialized SBICs that are engaged in equilatory violations and misconduct, the General Accounting Office said. Practing what I practices: The flower small-business committee has reduced its staff to 3d from 43.

TECHNOLOGY

Talking Blowfish to Enliven the Internet

Software Firm to Offer Colorful Imagery for User Chats

Software Firm to By Jasen Sandered Staff Regarter "The WALE STATE TOWNAGE TOWNAGE AND THE MAN TOWN THE WORK TOWNAGE TOWNAGE AND THE WORK TOWN THE WORK THE

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lites, "All of these things presage the new facecommunications medium that is going for the telephone (conchision key) and the state of the telephone (conchision key) resture foldings inc.'s technology newsletter Release 1.0. Such chatting in virtual worlds, he predicts, could become "the backdrop" for on-line business meelings. Indeed, Knowledge Advancer Worlds and the consideration of the control of the co

worlds, the predicts, could become "the backdrops" for online business meetings. Indeed, Knowledge Adventure Wirds as set sights on business. Next October It plans to launch an on-line Worlds Pair and owns rights to that name, which will feature business-opensared pavisions. By Trade Centler where companies can display their wares. The efforts have drawn the interest of advertisers. The new service "gives you the state of their fine the environment in a said Andrew Park. The next service "gives possible to the state of their fine the environment in a said Andrew Park. The next service "gives you can be stated to the state of their fine the environment in a said Andrew Park. The next service "Greyp's Gellys' & Mather Direct. That company and two other ad shops are developing interactive "billboom's specific developing interactive "billboom's specific profession of closely held Knowledge Adventure inc. a CPROM software mixer, is giving away as new "world" software over the Internet, hopting to hook. "millions" of consumers, said the company's Mr. Beasley, But only high power users with have consumers, and the company's Mr. Beasley, But only high power users which have developed the power maker, is giving away as new "world" software over the Internet, hopting to hook. "millions" of consumers, said the company's Mr. Beasley, But only high power users which have developed the company in the company of the company of the company in the company of the compan

Wang to Post Charge, Loss for Its 3rd Period Related to Bull Assets

By e. W. e. S. First a. Dissues, 2011 resporter
LOWELL, Mass. — Wang Laboratories
Lowell and the Wing Laboratories
Los said it will post a
third-quarter charge steme-ing from expenses related to its acquisition of certain
Ca. des Machines Bull businesses in the
Los, Cananda, Meero and elsewhere, off
about 1,600 wockers, approximately 125 of
about 1,600 wockers, approximately 125 of
the work force, as a result of the merger.
The cut is sharper than the 700 positions
Wang had said would be eliminated.
The Charge would result in a "substantion of the computer software and services concern said.
Even without the charge, Wang said it
expects for report a "modest" loss for 35
to report

ter. In Nasdaq Stock Market trading, Wang shares closed at \$12.938 a share, down 31.25 cents.

shared closed at \$12.59 a share, down shared closed at \$12.50 ends. To the year-ago quotier Wang reported nel income of \$3.1 milion, or four cents a \$13.50 ends. So milion expense for mortization of intangule assets. For the Beast year Wang had net Income of \$58.50 milion expense for \$58.50 milion expense for \$58.50 milion expense for the Beast year wang had net Income of \$58.50 milion expense for \$58.50

Digital Is Moving

To Regain Place

In Workstations

By WILLIAM M. BULKELPY

STEAR Reparter of Tries WALL STRUCTS JOURNAL
Digital Equipment Corp., Joiding to
regain momentum in a crucial market, will
repare an open and a control of the con

Columbia/HCA, Tulane Venture Columbia/HCA, Tulane Venture
NASHVILLS, Tenn. – Columbia/HCA
Healthcare Corp. sald it formed a joint
venture with Tulane University, under
which it purchased 89% of Tulane Medical
Day's Colby, Columbia's a Chef financial
officer, said the joint wenture was valued
at 1515 million.
Mr. Colby said Columbia will operate
the hospital. Tulane will relatin a 20% stake
and will receive 20% of the profile, he said.
I a addition. The hospital will remain a



The current issue of Inc. Technology examines increasely of orderic software that can provide up-to-the amoute cash flow reports, inventory analysis, and other critical info for essentives of growing companies.

The leaders of America's fastest growing companies have lots in common: they re brash, impass and and very self—entident. Learn from their triumphs and selbacks in the current issue of Fortune.

Multilevel marketing - a sales phenomenon of the 90's - can mee new independence and opportunity. April's Working Woman offers tips on making "pyramid power" work, and examines why corporate women are taking part.

How can database help your busines? For the latest on database, their development, and their marketing potential, log on to America Online's PC Arapiculous Forum. Database Developers Creat lavis place Tuesday, 9:00 pm. ET.

Week's Tip



Microsoft and Intuit Likely to Tell U.S. They Have Provided All Data for Review

THEY HAUVE FOUNDED

BY VIVEA NOVAK

Staff Reprirer of The WALL STANGET JOHNNAL
WASHINGTON HIGHOSOFT COPP, and
the Justice Department, who have ended
up on the same side in one antitrast case,
Microsoft and Intuit Ine, the injunctial
software company it wants to acquire for
Microsoft and Intuit Ine, the injunctial
software company it wants to acquire for
SIA billion, are likely to tell the department insi week that they have provided all
the documents requised in the government's review of their proposal. When that
happens, the department has 20 days
to decide whether to challenge the transact
on. By all accounts, the department's
to injunct of the same should be a second to the
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It is inquire case, accounted of the

tion. By all accounts, the department's antiturust division has been agreesive in its inquiry.

Its inquiry.

The property of the property of the department's sentionant of a broad investigation of Microsoft argued in court papers Firday intent as federal judge properly ruted the agreement was inadequale to address the company's alteged misconderess the company's alteged misconderess the company's alteged misconderess the company's alteged misconderess the company and proposed consont decrees ending a four-year government investigation of Microsoft saul that U.S. District Judge Stanley Sporkin was correct in userting that the Court of the Court of

antitrust consont decrees.

The opponents include computer maker
LD.E. Corp., the Computer and Communications industry Association and three
unnamed companies represented by Palo
Allo, Callf., attorney Gary Reback. They
argue against Microsoft's request that
Judge Sporkin be recused from the case.

Investigation of Intuit Deal Investigation of Intuit Deal
The opposity parties arpue in a senarate join brief that the Justice Departrate join brief that the Justice Departrate can "deprive the court of their
equitable powers and responsibilities, or
force into their hands the department's
preferred rubber stamp." The companies,
which are participating as friends of
the court, also contend that the case
the court, also contend that the case
because Jodge Sportin's retains I onprove the decree wasn't technically an
appealable final ordor. The department
and Microsoft will file another round of

Concurrently with this legal tussic, which revolves as much around technical questions of the judge's authority and the court's jurisdiction as it does the subtained of the settlements the subtained of the settlements of t

the department is an executive of Sun Microsystems—a company less concerne about the immediate impact of the dea than about how Microsoft might leverage I to assert dominance in other areas.

to assert dominance in other areas.
With the 20-day clock about to start, it's
not at all clear that the division has yet
made a decision about whether to challenge the acquisition, or on what grounds.
But people close to Microsoft say the
company would be joath to accept condicompany would be loath to accept condi-tions in the form of some sort of conseit decree. If true, that suggests that Micro-soft is prepared either to walk away from the deal if the government challenges it, or to fight in court.

Intel Corp.

Concern Says It Has Settled Product Liability Lawsuits

Intel Corp. said it settled nearly a dozen product liability lawsuits stemming from alleged flaws in its Pentium enputer chip.

alleged flaws in its Pentlum emputer chips consumers, the self-immed does tittle more than controm the lifetime relations to the consumer of the consumers of t

THE WALL STREET JOURNAL.

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VOL. CCXXV NO. 64

* * * EASTERN FORTION

MONDAY, APRIL 3, 1995

Real GDP

1891 1892 1993

Drawing a Walk: Cincinnati Will Hold Traditional Parade

Though Baseball Players Stay Off the Field, Reds Fans Plan to Hit City's Streets

By JOHN HELYAR

PRINCET N. NEW JERSEY

75 CENTS

Down the Drain

European Union's Aid To Its Poor Nations Is Wasting Billions

Fraud, Bungling Are Blamed; Plan to Dam Greek River Sparks an Angry Debate

Italy's Missing Olive Trees

By KYLE POPE.

SINE To sparter of Thin Wall. Smile - Jingston.

MESOCHOOLS, Greece — In Greek fore,
Andelexas River, Greek fore,
Andelexas River, Greek fore,
Andelexas River, was relied to the slaber
of the world's waterways.
Kow, Greeks want to drain!
Convinced by Athens that the water
could be better used elsewhere, the Buropean Union has agreed to help dampert of
the river and dever water to cotton and
tobaccos fields on the Thessay Pfen.

Greek fatterns to cut producified because
cotton and tobacco markets are glutted.
Priget that planned hydroelectric dams on
the Acheloos will produce less electricity
han they would otherwise. And Groget that
the U-ersion could dry up a protected bord
wetland parity funded by—
that's rightthe US.

The Risk in the Future

Greece is going abead anyway, and why not? So far, must of the St00 million part of its aid to poor regions in Western Europe. If the meney sin't spent, Greece could well face abimpler EU funding the next time around.

"There is something very dirty and supplicitus about the way it a been hand supplicitus about the way it as the control that it is a supplicitud to the supplicitud that is supplicitud to the supplicitud that is supplicitud to the supplicitud that supplicitud

a victimless crine.
"European money is not considered public money," snys Francois D' dubert, a deputy to the French national ussernly and author of a book on BU fraud, "It's money wimout nationality, which means that it's anyone's to take."

That apparently includes the mob. The BU, in a report issued last Wednesday,

What's News-

Business and Finance

PATTHEON AGREED to purchase
R 859stems for \$84 a share, or
more than \$2.3 billion, continuing the
consolidation of the defense industry.
The price is at the high et of of white
towestment bankers believed 8-5ystrumors, would fetch. At a 41% prenumors, would fetch. At a 41% prenumors, would fetch. At a 41% prenumors, would fetch. At a 41%
prenumor were 8-5ystem's current slock
price, the friendly offer from Raytheon may keep rival bidders at bay.

(Arthree on Pages A2)

Matsushita Electric Industrial
hopes to complete as early as this week
a transaction under which it will sell
all or a large part of its MCA unit.

(Arthree page A2)

Wellbort Health Natworks strend

WellPoint Health Networks signed a definitive agreement to acquire Health Systems International for stock valued at about \$1.9 billion. The pact is expected to be announced today.

expected to be announced today, takifeen Pope A)

The U.S. economy closed out 1994 in a stronger-than-expected quarter, but the growth may have contributed to the first quarter's signs of Sowing, Four Houarter GDP was revised to 5.78 from 4.6%, while reports on more recent data show weakness.

on more recent data show weakness.

****Itide on Page A2)

The Federal Reserve shows no sign of joining the central banks of Japan and Germany in a coordinated interest-rate move to boost the dollar, despite the currency's remed fall.

spile the currency's renewed fall.

(Articles on Pages A2 and C17)

* * * And C17)

Ingersoll-Rand launched a tender ingersoil-Rand launched a tender offer of 577 a share, or 51.34 billion, for Clark Equipment. Ingersoil also plans to propose an alternate slate of directors for Clark, which spurned a takeover offer from Ingersoil last week.

IAPITICEO PASO ANI
J.P. Morgan edged out Salomon
Brothers in stock and bond underwriting in the first quarter, becoming the
first commercial bank to surpass one
of Wall Street's big investment banks
in the underwriting ran-legal to the underwriting ran-legal
(Articles on Paso Ci)
Home-computer competition is
growing even sharper. Hewlett-Packard is launching a low-priced PC line
and Compaq will unwell powerful new
models, Meanwhile, Apple is signaling
that price cuts may be on the way.
(Articles on Paso Bi)

Morrison Knudsen named as chair-man Robert Miller, a key player in Chrysler's turnaround in the 1980s.

Arrice se 1992 BS)

Ameritech has won support from the Justice Department for its plan to enter the long-distance market, moving it one step closer to becoming the first Baby Belt to enter the industry, tartices Page 80

Maurice Saatch's new ad agency is expected to announce today an alliance with a unit of France's Publicis.

(Article Page 80)

Horizon Healthcare agreed to acquire Continental Medical Systems in a stock swap valued at \$502.1 million.

(Article Page 80)

Workers struck plants at Chrysler and M. Chrysler quickly came to a tentative pact, but the strike % a GM plant continued over the weekend. (Article on Page 85)

(Article on Page 84) Stocks: Volume 352,947,370 shares. Dow Jones industrials 4157.69, off 14.87; transpor-tation 1635.74, off 19.83; utilities 187 ..., off 0.06.

9.06.

Bonds: Lehman Brothers Treasury Index 584.07, off 10.93.

Commodities: Oil 519.17 a barrel, up 2 cents. Dow Jones futures Index 159.27, up 0.44; spot index 149.26, up 1.05.

Dollar: 36.55 yen, uff 3.05; 1.3732 marks., off 0.0363.

World-Wide

DASEBALL OWNERS DECIDED to begin the season with their regular players. Mojor Legger owners agreed to start the season on April 26 with regular players, who offered to hakt their strake after a fowers could have inched out the players, who offered to hakt their strake after a fowershood have risked huge potential damages to cover jayers lost pay. "It this every-body left sere releved." Acting Commission of the cover favor strake their strakes and the series of the cover favor strakes and the series of the cover favor problems." (Article on Page A2)

The players head back to spring-training comps this seeked and a 14-ponne schedule is self or each team. That is 18 gones favor that no normal season.

Tax cets could be confineed on a balanced budget, Clingrich said. The House speaker, who is bodying to oddify GOP support for the tax bill this week, said he a willing to make cax cuts dependent on the enactment of spending legislation to the enactment of spending legislation to the confineed of the

Gingrich has heiped friends over the years by using his position to intercede, according to a review of his communication with the security branch. The House speaker denies links between his official sections and contributions or favors. Fet the thinking suggests at least some extraordinary coincidences. Achiels on Fage Al6)

timing suggests at least some extraordinary coincidences. Anche on page 4, anche on the control coincidence (Anche on page 4, anche on page 4,

Status extended to Crimea In 1992.

Tens of thousands of Rwandars began returning to refugee camps inside Burundi, which they tried to fee amid rising tractic to 10.4, workers holoup persuate the treugees when the control of the co

The Outlook

Are Fast Losing Favor

REAL GDP was revised upward to reflect growth of 5.1% in the fourth quarter, the Commerce Department reports. (Arti-cle on page A2.)

By John HELTAH

Sing/Repeared True Wate Savery Trumman.
CINCINNATI — At 11 a.m. today, Cincinnati's traditional basebal opening-day
parade will begin, snashing through streets
lined with red-dad people, featuring entries as commercial as the AntheuserBusch Clydesdales and as homespun as
nursing-home buses packed with cotogenarian Reds fans, it will pass the Washington Park School, where children with play
downtown Formatia Square with covereds
will pack the sidewalks—and bars.
Just one thing: There is no opening
day.
Traditional View

WASHINGTON

Three months ago, the worry in
Washington was tast Republicans and
Democratis would get into a tax-cut
bridding war. Than bridding war is under
way. But tax cuts aren't being bid up;
they are being bid down.

The latest centrant in this contest is about
the latest centrant in this contest is about
they are being bid down.

The latest centrant in this contest is about
they are being the down.

The latest centrant in this contest is about
they are being the latest in the latest central
they are being the latest in the Just one tuning: Inner is no opening Traditional View deterred the parade's proposed and proposed to proposed to city's Findiary Market. The group, which has staged this etriavaganat. The past 75 years, met Saturday night, set to cancel the parade in view of the cancellation of the Reds' opener against the Chicago Cubs see article on page 42.7 But the group just sept tashing until they emerged with the reverse decidion. The owners and players reverse decidion. The owners and players their parade. "Life doesn't review around baschell." "Life doesn't review around baschell." their parade.

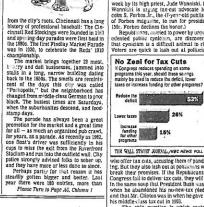
"Life doesn't revolve around baseball."

says Jeff Gibbs, the chief organizer. "This is our tradition." Indeed it is. Like the Mummers Parade in Philadelphia and Mardi Gras festiviles in New Orleans, Cincinnali's parade stems

benefits and Small Business Administration Intuiting.

The desperation of the supply-side camp was ownern in a newstetter sent out last week by its high press, Jude Wannickt, Mr. comm. S. Porbos, Ir., the dryper-side publisher of Forbes magazine, to run for president, Mr. Forbes declines the honor.) Republishers, surried to power by unwer-cedented public ventions, are discovering voters are quick to lash out at politicians.





Bad Fit

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Plans for Big Tax Cuts Lands' End Kicks Out Modern New Managers, Rejecting a Makeover

> Employees, Founder Prefer The Old-Fashioned Way, But Is 'Cozy' Outdated?

Mr. End Meets Sudden End

BY Greena A. Partison

Sield Researce of Time Will & Stance of Indiana

DODGEVILLE, Wils.—Cartions of Khalit

pants and ragina sweaters, of ord shirts
and leather loaders — millions of dollars
worth of merchandise in all — fill a fungle
warehouse at Lands' End Irc. headquarters heer. Yet at the employee entrance,
read it the trust system; says Robert Jelle,
and Il-year employee.

Nor are there time clocks or ID badges
for the catalog realier's 5,000 employees.

Drug tests and pre-employment exams are
for head only one of the control of the control

system and pre-employment exams are
control of the control of the control

customers, and the rest will take care of listed."

But Mr. Comer's idylite vision was all but shattered in December in an abrupi boardroom coup — a shake-up he enjoy boardroom per he enjoy board

Back to the Future

34-year-old indider who has never worken anywhere else.

Back to the Future

Now the question remains: Can old-fashioned management techniques.

Now the question remains: Can old-fashioned management techniques, the control of the company was atll amail.

After all, the SI billion company recordly moved high three owners are markets and bought two new catalog companies. Law, year, it surpassed L.E. Bean fine. to become the leadings specialty actalog companies. Law report of the leadings specialty actalog companies. Law remains a limited libergam, "warns Chris Argyris, a Harvard Business School professor who studies corporate culture. Moreover, Lands' End is navigating rough waters beer days. After a record facial of the companies of the compani

an uphili battle from the start.
From Salling to Sweaters
Four years ago. Lands' End was graplives with unbridled growth. His corporate
staff had doubled in size in four years to 406
people. Founded by Mr. Comer in 1853 as a
seller of sailing gear, it had mushroomed
juitos mapter mail-order pureyey of clothes
juitos mapter mail-order pureyey of clothes
college, decided the company needed some
modern big-business management techniques.

college, decided the company needed some modern objectives are supported to the control of the c THE WALL STRIPST AURIXAL MRE NEWS POLIwho offer tax cuts, accusing theme of pandering. But they also ash out at politicans of white their promises. If the Republicans in the Congress fail to deliver it ax cuts, they will be
In the same soup that President Bush was in
when he adamonder his none-view reliefer
and that Mr. Clinton was in when hegave up
the mean of the president bush was in
The only question is which route
makes people angrier. Mr. Luntz adviews GOP politicans to ligare the
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and clinting it x cuts. The contract and the polis
and clinting it x cuts. The contract and the politicans to ligare the
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and clinting it x cuts. The contract promises of the contract produced
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DOCKE.