

THE MAGAZINE OF CONTINENTAL AIRLINES

# PROFILES

GLOBAL EDITION

**LAURIE ANDERSON**

Renaissance of a one-woman art form

**CLEVELAND STRIKES BACK:**  
A CITY'S SURPRISING SAGA

**INDUSTRIAL THRIFT,**  
GLOBAL FLEA MARKET

**THE MOBILE EXECUTIVE:**  
A ROAD WARRIOR READER

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# Road Warriors on the Infobahn

I LITERALLY COULD NOT DO BUSINESS without the Internet," says Jeffrey Balash, a Harvard-educated international financier, attorney and CEO of Comstock Partners LLC, a merchant bank with interests in India. When traveling, Balash, like many other executive travelers, never leaves his enthusiasm for the 'Net, or his laptop com-

ful services are causing growing numbers of technical and non-technical executives alike to include the 'Net in their collections of indispensable travel tools.

Access, to everything and everyone on that LAN (local-area network) back at headquarters, is the biggest plus. "Anytime I'm on the road, I can use any application I use at my desk," says Larry

## The Internet's World Wide Web

and other technologies are **moving**  
**mobile executives** into the **fast lane**

puter, back in his Beverly Hills office. He goes online for news, communications with colleagues, access to special databases and securities pricing and trading; he has even met people on the 'Net with whom he's subsequently done business.

The Internet, the global web connecting some 4 million "host" computers at corporations, academic institutions and government facilities — not to mention tens of millions of individuals — is boosting the productivity of executive travel. The reasons? New, easy-to-use software of all sorts, more flexible connections, user-friendly, magazine-like graphics and more use-

Lang, ATM product marketing director at Cisco Systems, a San Jose, Calif., supplier of "internetworking" products. "It's a slower 'pipe' [phone line] into the hotel room, but I can get files, I can drop files in colleagues' public folders and I can print on office printers."

Lang's ultimate objective is to shorten the sales cycle, and the Internet helps him do that. "Suppose my competitor tells the customer, 'OK, I'll get back to you with that product spec when I get back off the road in two weeks.' If, meanwhile, I download it and fax it to the customer that night, so the next morning it's there, I can have the box at their site before my competi-

*by Douglas Dominic*

GRAPHISTOCK

tor has even followed up. It's good to use a little imagination to think of how [the Net] might help you solve some of these problems, because you can be sure your competitor will!"

To connect with the 'Net and the World Wide Web, the colorful, largely commercial subset of the Internet, most road warriors plug laptop computers into the phone system. Some corporations are streamlining these connections by giving employees high-speed, toll-free access to their company LANs in the U.S. and private-network access elsewhere (such as SprintNet, which offers local-call Internet access in Canada, western Europe, Japan, Australia, Taiwan and Russia).

Of course, executives lacking these types (and degrees) of access have to watch toll charges carefully. But staying connected is getting so important to some road warriors that they'll do anything. "I've seen people so desperate for an analog line that they've plugged laptops into gas station credit card readers," says Tara Lemmey, who runs the San Francisco Internet marketing firm Digital Threads.

Jeff Rulifson, who manages technical development support at Sun Microsystems (<http://www.sun.com>), in Menlo Park, Calif., got creative with his connecting. He figured out how to bypass the local U.S. phone network by using Hewlett Packard's HP-100LX palmtop computer with a wireless data transmission service called RadioMail connected to his workstation, which is in turn connected to both the Internet and Sun's internal network.

"With RadioMail, I'm online continuously," Rulifson says. "I don't make telephone calls to get mail. When I sit in Washington meetings with my RadioMail gadget on, I see the mail coming into my HP-100 while it comes into my workstation [at headquarters]. I respond instantly, although you don't know where I am in the country. I'm not in that three-hour delay — I'm always online. It's a very different way of working than through phone lines."

Rulifson offers an example involv-

ing a canceled flight, called to the attention of his assistant in California when he was in Washington. "My assistant sent me e-mail, I instantly responded during the meeting, then I responded to another message in a cab between downtown and Capitol Hill, which got me on the next flight. At Dulles, I was a happy camper — even though 250 stranded passengers milled around behind me.

"With a cell phone," he adds, "I would have had to take calls. This way, I got the messages and responded, but nobody [in the meeting] knew. I can even walk around and query the FedEx Web page [<http://www.fedex.com>] and trace packages. Pretty amazing, huh?"

There are alternatives to Rulifson's approach for those who find operating a workstation through e-mail somewhat daunting. For example, there are Oracle Corporation's Oracle in Motion wireless messaging product for Macintosh and Windows and the wireless Internet access service offered by Met-

ricom (<http://www.metricom.com>).

Non-technical road warriors also turn to the commercial online services for business aids. Menlo Park public relations CEO Winnie Shows, who has hired people she met through America Online (AOL), routinely researches destination restaurants and weather before flights. Concord, Mass., travel author Tom Brosnahan had good luck with CompuServe-based communications after a meeting in Melbourne, Australia: "I looked up their number in the directory, bought a phone-jack adapter, connected my PowerBook, and easily downloaded my e-mail." Of course, nearly all the commercial services (AOL, Prodigy, CompuServe and others) will offer full access to the Internet, including the Web, by the end of the year — perhaps the easiest way for beginners and businesspeople to stay connected.

But whether they connect through

## Good Books about the Internet

Admittedly, setting up an Internet account can seem daunting, but there are a lot of great resources out there (not to mention your friendly corporate techie) to help you through it. And once your connection's established, few things in life will be easier, more fun or more informative than Web-surfing. Here are some of those excellent print resources, both for getting started and getting what you need on the road:

- **The Internet Starter Kit, Second Edition**, by Adam Engst. 996 pages. Hayden Books, 1994. Stanford University's Internet textbook selection for introductory computer science students is our first choice. Includes a step-by-step discussion about setting up Web accounts using SLIP/PPP connections and a generous diskette containing software utilities.
- **The Mosaic Handbook**, by Dale Dougherty and Richard Koman. 172 pages. O'Reilly & Associates, Inc., 1994. Shipped with an enhanced version of Mosaic, the world-famous University of Illinois (<http://www.ncsa.uiuc.edu/General/NCSAHome.html>) graphical "browser" software that kicked off the Web craze and the one program that everyone should have (10 million already do).
- **Walking the World Wide Web**, by Shannon Turlington. 322 pages. Ventana Press, 1995. A guidebook containing more than 300 medium-length reviews of choice Web sites. Shipped with a hyperlinked copy of the book's text and an older Mosaic release on CD-ROM.
- **The Electronic Traveler**, by Marcus Endicott. 130 pages. Enchirdion, 1994. The most comprehensive directory of the Internet's travel resources is only available via "snail mail," but this offers thorough coverage of travel information technology available through the Internet, 10 online services, and four reservation systems (Box 20837, St. Simon's Island, GA 31522-0437, or [mendicott@jgc.apc.org](mailto:mendicott@jgc.apc.org)).
- **Internet NYC; Internet Chicago; Internet San Francisco**, various authors; overviews by Adam Engst. Hayden Books, 1994. Apparently modeled after the Michelin Guides and, in many ways, equally as useful. Each book contains choice Internet resources originating from a specific region. Entertaining, lively writing.
- **The Internet Yellow Pages, Second Edition**, by Harley Hahn and Rick Stout. 812 pages. Osborne McGraw-Hill, 1995. Internet listings thicker than many phone books. Contains a good travel section and plenty of business resources.
- **The Internet Companion: A Beginner's Guide to Global Networking**, by Tracy LaQuey. 218 pages. Addison-Wesley Publishing Company, 1994. A best-selling guide to the intricacies and unique culture of the Internet in layman's language.

— D.D.

exotic wireless systems or simply dial up CompuServe's local number, in the next few years few user groups stand to benefit more from the Internet and the

Besides, all the indications say that Road Warriors avoiding the on ramps altogether could get stuck on rutty backroads — for which, as far as we

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## Are You a Road Warrior?

If, over an after-dinner mint, you were to lean across and ask casually, "Are you a Road Warrior?" I would have to say no. I travel a lot. My wristwatch and my body clock often disagree. I do presentations in my sleep. But Road Warriors are not just business travelers who can more or less get by.

Whatever or wherever they are, the point is that Road Warriors look and act like globally minded go-getters and part-time astronauts. They have the rugged metabolism to shrug off last night's intake of bourbon even before room service has had a chance to shine their leather-soled loafers at the start of a new and challenging day — full of the busy, non-stop, responsibility-filled adventures that Road Warriors conspicuously call their lives.

There's one Road Warrior aboard every plane, sometimes several. They're set to do battle at the drop of a designer hat and are fully armed with a succinctly argued sales plan and full-color pie charts to back up their market analyses. They smell nice, too.

### 1. How do you handle stress on a business trip?

**A** I relax by writing a personal mission statement and sending it out on the info-bahn, thereby helping others less fortunate. Other times I listen to Mozart on my personal stereo and try to capture his sense of purpose.

**B** I phone my mom. Also, I avoid fatty foods and drink only Diet 7-Up.

**C** I arrange to do business in Las Vegas.

### 2. What do you look for in overnight accommodations?

**A** Primarily, the views from the gourmet restaurant and boathouse bar, but also a marble bathtub with spa, a work station inside a mahogany armoire, one-hour laundry and valet, courtesy limousine — the usual.

**B** Good value. I love it when they provide those little bars of free soap.

**C** A motif singles bar with live TV coverage of the play-offs.

### 3. Can you fax flowers from 30,000 feet?

**A** Sure. With or without champagne. Cut roses are especially nice. Also, bonsai trees are cute. Be sure to ask for a side order of Belgian truffles.

**B** I would need to research this, but my understanding is that flowers don't fax that well, but they can be mailed in a box with a pink ribbon.

**C** Has someone passed away?

### 4. What was your breakfast-time reading this morning?

**A** *The Hotshot's Guide to Gaining Maximum Competitive Advantage* by R.C. Staab, Professor of Inflight Logistics at

the University of Ulm.

**B** Nutritional information off the side of a box of Grape Nuts.

**C** Watchovia Motel and All-Nite Karaoke Bar's in-house movie guide.

### 5. What do you look for in business car rental?

**A** A Porsche 911 Carrera, Maserati Biturbo or Bentley Azure with Road Warrior Discount at around \$99 a day with insurance, and offering a complimentary weekend in Hawaii for me and my partner of choice.

**B** I usually take the free shuttle bus.

**C** Maybe a Porsche 911 Carrera, or else I borrow my cousin's '61 Chevy.

### 6. What medication do you carry on grueling, long-distance trips?

**A** I check in daily with my private physician and personal trainer to have them check my major functions by modem. My hair is nourished by a program of follicular massage devised by monks from Beverly Hills.

**B** I carry a small personal pharmacy with a wide selection of antacids.

**C** I read somewhere that Budweiser helps combat germs.

### 7. How do you record notes?

**A** With a voice organizer or palmtop. My secretariat has 24-hour access.

**B** I sort of try to shorten what it is that I'm trying to say, so it does not take up nearly so much room as the full text on the page or whatever.

**C** I play a little country and western once in a while.

### 8. What anxieties are featured in your dreams?

**A** Unless I act swiftly, the Dow could suffer.

I watch these people with the detachment of a U.N. observer: fascinated to see how they operate, but in no position to match their fire-power. As I fumble to pick between the Herbie Hancock Quartet on Channel 9 or Elton John on Retro Channel 5, the Road Warriors will have booted up a laptop to run through the LIFO and FIFO performance ratios one more time, or will be using the inflight phone to call their broker, their hairdresser or their tennis coach — sometimes all at the same time on a conference call.

Who are these people? There is only one sure-fire way to find out and that's to try this scientific test, devised to determine whether you or your neighbor could aspire to Road Warrior status. (Bear in mind that you are not there yet. Any existing, full-fledged Road Warriors will have had staff check out this questionnaire and file a résumé before they left home).

**Could you be a road warrior?** Circle the answer that most closely approximates your life, then evaluate your score.

**B** I'm stacked over Greensboro/High Point/Winston-Salem Piedmont Triad International Airport, but damned if I know which is which, and time is running out.

**C** I just have a minute to grab a hoagie-to-go, but cannot locate the relish.

### 9. I am glad to be flying Continental today because:

**A** They set some pretty tough goals for themselves to ensure that this flight is on time and problem-free, and try hard to respond to my needs.

**B** I would like to get a tape of the boarding music to enjoy in my home.

**C** Hell, Newark to Sacramento by train would take forever.

### 10. What further information do you require?

**A** Why only 10 questions? I attach the outline for a novel or movie I can visualize on this. A multimedia experience could be hot. Call me.

**B** Is it okay to keep my reading light on during takeoff and landing?

**C** Do you have another beer?

**Circled all As:** You rate as a Road Warrior and should give serious thought to running for office.

**Circled mostly Bs:** Be advised you need to appear a tad more assertive and should seek counseling for wimpishness.

**Circled all Cs or didn't circle answers:** Consider a career change. — D.T.

*David Taylor, global correspondent and a former editor with Britain's now-defunct humor magazine, Punch, is truly happiest as a telecommuter.*