GOOD AFTERNOON! IT'S A PARTICULAR PLEASURE TO WELCOME ALL OF YOU TO THE TWIN CITIES. IN CHOOSING OUR TWIN CITIES, ONE OF THE PRINCIPAL COMPUTER INDUSTRY CENTERS OF THE WORLD, FOR THE SIXTH ANNUAL MEETING, YOU HAVE OBVIOUSLY SHOWN EXCELLENT JUDGMENT. AND BY THE WAY, I NOTE EVEN MORE DISCERNING JUDGMENT IN THE FACT, THAT WHILE YOUR SEPTEMBER MEETING IS HERE, THE DECEMBER MEETING IS IN PALM BEACH.

WHEN GENE WAS REVIEWING THE AGENDA WITH ME, I WAS STRUCK BY THE WIDE RANGING TOPICS -- AND REMINDED THAT THE TECHNICAL, PUBLIC POLICY, ECONOMIC AND GEOGRAPHIC KNOWLEDGE DEMANDS ON THE MANAGERS IN OUR INDUSTRY ARE VERY BROAD INDEED. ON TOP OF EVERYTHING ELSE IS THE RECENT GOVERNMENT APPROACH OF EXHORTING EVERYONE TO EXPORT WHILE PLAYING WITH THESE SAME COMMERCIAL TRANSACTIONS -- PRESUMABLY IN PURSUIT OF FOREIGN POLICY AND DEFENSE POLICY OBJECTIVES. SOME CONFUSION IN THE MIDST OF ALL THIS IS UNDERSTANDABLE. LIKE MY NEW YORK BUSINESS ACQUAINENCE WHO REMARKED A COUPLE OF YEARS BACK: "CONFUSED? OF COURSE, I'M CONFUSED! AMONG OTHER THINGS, I HAVE A SON AT VASSAR AND A DAUGHTER AT YALE."

ON THE OTHER HAND, NO GROUP OF PEOPLE EVER WERE GIVEN GREATER OPPORTUNITY TO INNOVATE, TO CHANGE, TO EXPLORE AND PARTICIPATE IN A NEW WAVE OF HUMAN ENDEAVOR. SO WHILE THERE ARE DAYS WHEN IT MAY NOT SEEM THAT WAY, ALL OF US IN THIS INDUSTRY ARE AMONG THE MOST FORTUNATE HUMANS WHO HAVE EVER LIVED.

MOREOVER, OUR INDUSTRY TODAY IS HEALTHIER, BETTER STRUCTURED AND MORE PRODUCTIVE THAN AT ANY TIME IN ITS BRIEF HISTORY. THE
PRINCIPAL FACTORS BEHIND THIS ARE THE VISIBLE COMING OF AGE OF SERVICES OVER THE LAST SEVEN YEARS AND THE MORE RECENT ADVENT OF MINI COMPUTERS AS A MAJOR ECONOMIC FORCE OF OUR BUSINESS. RELATED TO BOTH OF THESE AND OF DOMINANT IMPORTANCE FOR THE FUTURE HEALTH OF OUR INDUSTRY IS THE MATTER OF COMMUNICATIONS.

THE RESULT IS A HEALTHIER COMPETITIVE SITUATION, GREATER VIABILITY FOR SMALL BUSINESS, MORE JOBS AND BETTER PRODUCTS THAN WE HAD IN THE "BAD OLD DAYS" OF THE '60's. WE IN CONTROL DATA HAVE BEEN IN THE THICK OF ALL THAT AND BELIEVE ME IT HAS BEEN EXCITING.

INCIDENTALLY, IT IS PROBABLY NOT WELL UNDERSTOOD BY MANY PEOPLE THAT ALTHOUGH CONTROL DATA IS LARGE -- $2.3 BILLION IN TOTAL REVENUES, $1.7 OF WHICH IS IN THE COMPUTER BUSINESS, IT REALLY COMPRISSES MANY SMALLER BUSINESSES. OUR SERVICES BUSINESS, FOR EXAMPLE, IS QUITE LARGE IN AGGREGATE BUT IT IS MADE UP OF LITERALLY DOZENS OF INDIVIDUAL INFORMATION SERVICES ANY ONE OF WHICH IS QUITE SMALL -- WITH REVENUES FOR THE MOST AVERAGING A FEW MILLION DOLLARS AND RANGING UP TO $20 OR $30 MILLION FOR THE LARGEST. SO, WE HAVE A VERY REAL IDENTIFICATION WITH AND UNDERSTANDING OF THE SMALL BUSINESS -- ITS PROBLEMS AND ADVANTAGES -- ITS POTENTIAL AND PLIGHT. THAT'S A SUBJECT I WILL COME BACK TO IN A FEW MOMENTS.

BUT, FIRST A PERSPECTIVE OR TWO ON COMMUNICATIONS. A GLANCE AT YOUR AGENDA -- MUCH LESS A DAY'S SAMPLING OF THE TRADE PRESS -- IS REMINDER ENOUGH OF THE IMPORTANCE OF THIS SUBJECT TO OUR INDUSTRY. NOT ONLY IS THERE RAPID TECHNOLOGICAL CHANGE AHEAD BUT LIKewise IMPORTANT CHANGE REGARDING PUBLIC POLICY. YOUR ORGANIZATION WILL PLAY AN INFLUENTIAL ROLE IN SHAPING THAT CHANGE.
ACTUALLY I FIND A FAIR DEGREE OF CONSENSUS AMONGST THE SEVERAL TRADE ASSOCIATIONS OF OUR INDUSTRY, CCIA, ADAPSO AND CBEMA, WITH REGARD TO, FOR EXAMPLE, THE PROPOSED COMMUNICATIONS ACT OF 1978, THE SECOND COMPUTER INQUIRY AND AT&T's PROPOSED ACS OFFERING. NOT SURPRISINGLY, COMPETITION IS VIEWED AS THE BEST MARKET PLACE REGULATOR AS IS A DESIRE FOR ONE SET OF RULES -- FEDERAL PRE-EMPTION AS IT IS KNOWN TECHNICALLY. THERE IS ALSO AGREEMENT REGARDING HOW TO HANDLE NON-MONOPOLY SERVICES AND MONOPLY SERVICES. A BIT MORE SURPRISING IS THAT THERE IS EVEN A GENERAL FEELING THAT THE FIRST COMPUTER RULES APPROVED BACK ON 1971 HAVE WORKED PRETTY WELL, THAT THE HYBRID CONCEPT IS VALID, AND THE PRIMARY PURPOSE TEST HAS NOT BEEN A BAD ONE. WE ALL BELIEVE THAT PRIVATE LEASED LINE TRANSPARENT SERVICES SHOULD CONTINUE TO BE OFFERED BY CARRIERS AND THE APPARENT DESIRE OF EUROPEAN PTT's TO PRECLUDE OR GREATLY INHIBIT SUCH SERVICE IS COUNTER-PRODUCTIVE.

ON THE OTHER HAND, I FIND PUZZLING AND SOMEWHAT ANOMALOUS THE POSITION WHICH CCIA HAS TAKEN IN ITS SUBMISSION TO THE VAN DEERLIN COMMITTEE -- AND BY THE WAY WHICH NEITHER CBEMA NOR ADAPSO HAVE TAKEN -- TO ESSENTIALLY DISMEMBER WESTERN ELECTRIC. THIS POSITION APPARENTLY STEM FROM A BASIC FEAR THAT "MAXIMUM SEPARATION" WILL NOT SUFFICE TO ASSURE FAIR COMPETITION. FAIR COMPETITION IS INDEED A NECESSITY AND CONTROL DATA HAS FOUGHT HARDER THAN ANYBODY FOR THAT PRINCIPLE. I BELIEVE IT CAN BE ASSURED. I WONDER IF IN VIEW OF THE MASSIVE THREAT OF THE JAPANESE SEMI-CONDUCTOR INDUSTRY AND THE ROLE OF BELL LABS/ WESTERN ELECTRIC IN OUR INDUSTRY YOU HAVE CONSIDERED CAREFULLY ALL OF THE IMPLICATIONS OF YOUR POSITION.
In any event, no one can say the challenges of structuring sound future public policy are insignificant or uninteresting. And there is a lot of time and effort required to clarify the ambiguities of the Van Deerlin bill and sift through the implications of specific items such as ACS. So -- CCIA certainly won't lack for work to do.

Now, let me return to the subject of small business...the problem of job creation has had increasing visibility in recent years. The statistics alone are awesome. To keep the lid on unemployment, we must generate 20 million new jobs in the next ten years. This would be the largest increase of any ten years in our history. In the past decade, for example, 13 million jobs were created. Just to absorb the backlog of unemployed workers from the poor business conditions of the early '70's, the economy must expand 4% per year for several years.

Unemployment and underemployment are national and world-wide problems. Minority youth unemployment in the United States is running around 35%. As economic hardship grows and each country faces rising unemployment -- or in the case of communist countries, underemployment, nationalism increases. New and different trade barriers grow.

So -- it is not surprising that although it is masked by the issue of privacy, the real issue behind transborder data flow is one of economics. At the OECD symposium on transborder data flow Louis Jennet, the French Minister of Justice, made the following statement: "Information is power and economic information is economic power. Information has an economic value, and the ability to store and process certain types of data may well give one country political..."
AND TECHNOLOGICAL ADVANTAGE OVER OTHER COUNTRIES,"

PROTECTIONISM AND OTHER INTERNATIONAL TRADE BARRIERS HAVE NOT BEEN A MAJOR FACTOR, WITH THE NOTABLE EXCEPTION OF JAPAN, IN LIMITING THE FORMATION OF NEW BUSINESS OR THE GROWTH OF OUR INDUSTRY. BUT IT IS DEFINITELY A FUTURE THREAT.

BACK ON THE HOME FRONT -- AND MORE ALARMING -- IS THE APPARENT LACK OF UNDERSTANDING OF WHAT IT TAKES TO CREATE A JOB AND THE ROLE OF SMALL BUSINESS IN DOING SO. MOST NEW JOBS ARE NOT CREATED BY LARGE BUSINESS -- THEY ARE CREATED BY SMALL BUSINESS.

EARLIER THIS YEAR A DETAILED STUDY OF INNOVATION AND JOB CREATION WAS DONE FOR THE JOINT ECONOMIC COMMITTEE OF CONGRESS. HERE ARE A FEW EXCERPTS FROM THAT STUDY: "....THE MARKETING OF NEW PRODUCTS BY U.S. FIRMS IS SLOWING, BECAUSE MORE AND MORE MARKETS ARE DOMINATED BY A FEW LARGE FIRMS. AS INNOVATIVE FIRMS BECOME ESTABLISHED AND AS MANAGEMENT FUNCTIONS PASS FROM INNOVATORS TO PROFESSIONAL MANAGERS, DECISIONS BECOME MORE CONSERVATIVE. AS FIRMS BECOME LARGE FACTORS IN A MARKET, THEY TEND MORE OFTEN TO OPPOSE INNOVATIONS IN THEIR PRODUCT LINES, BECAUSE THEY HAVE MORE TO LOSE AND LESS TO GAIN BY SUPPLANTING EXISTING PRODUCTS."

IT WAS POINTED OUT THAT -- "....THE VAST MAJORITY OF MAJOR INVENTIONS DURING THE PAST 50 YEARS WERE MADE OUTSIDE THE LABORATORIES OF THE LARGE CORPORATIONS. THEREFORE,....CONGRESS (WAS URGED) TO DEVISE WAYS TO PROVIDE EASIER ACCESS TO RISK CAPITAL FOR SMALL, INNOVATIVE FIRMS AND TO HELP NEW FIRMS ENGAGED IN TECHNOLOGY DEVELOPMENT TO SURVIVE THE PERILOUS EARLY EARS OF THE INNOVATION PROCESS."
"JACOB SCHMOOKLER, WHO STUDIES THE INNOVATION PROCESS EXTENSIVELY, FOUND THAT, BEYOND A MODEST LEVEL, THE EFFICIENCY OF INVENTIVE ACTIVITY TENDS TO VARY INVERSELY WITH FIRM SIZE." "THESE VIEWS CAME FROM A STUDY SHOWING THAT, OF 27 MAJOR POSTWAR INVENTIONS, ONLY SEVEN CAME FROM LARGE FIRMS, AND THAT IT COST THREE TO TEN TIMES AS MUCH TO DEVELOP NEW PRODUCTS IN LARGE FIRMS AS IN SMALL ONES."

"SCIENCE INDICATORS -- 1974 CONTAINED DATA SHOWING THAT LARGE FIRMS HAD PLAYED A RELATIVELY LARGER ROLE IN INNOVATION SINCE 1966. WHILE FIRMS WITH FEWER THAN 1,000 EMPLOYEES PRODUCED THE GREATEST NUMBER OF MAJOR INNOVATIONS DURING THE PERIOD 1953 TO 1966, COMPANIES WITH 10,000 EMPLOYEES OR MORE LED FROM 1967 TO 1973. ONE REASON FOR THIS CHANGE IS THAT SMALLER FIRMS MUST DEPEND HEAVILY ON BORROWED CAPITAL AND INTEREST RATES ROSE SHARPLY AFTER 1965, WHILE ACCESS TO FUNDS FOR SMALL FIRMS BECAME DIFFICULT."

SAYING THAT ANOTHER WAY, SINCE THE LATE '60's THE ABILITY OF SMALL FIRMS TO SURVIVE HAS DECLINED MARKEDLY AND AS A CONSEQUENCE, SO HAS INNOVATION IN THE UNITED STATES.

IT IS INDEED TRUE THAT THE SMALL BUSINESSMAN FACES MANY PROBLEMS. NOT THE LEAST OF THESE, OF COURSE, IS TAX LEGISLATION DESIGNED BY PEOPLE WHO SIMPLISTICALLY THINK THAT WITH APPROPRIATE FISCAL STIMULUS JOBS WILL BE CREATED BY LARGE BUSINESS. THE DEBILITATING PROBLEMS OF OVER REGULATION ARE ALSO WIDELY DISCUSSED. AND THE UNWANTED TAKE-OVER IS ANOTHER PRINCIPAL MENACE.

BUT THERE IS ONE BARRIER TO IMPROVED VIABILITY OF SMALL BUSINESS WHICH CAN BE ATTACKED WITH NO WHERE NEAR THE FRUSTRATION LEVEL INHERENT IN TRYING TO INFLUENCE GOVERNMENT ECONOMIC AND REGULATORY POLICY MAKING. THAT PROBLEM IS KNOWLEDGE -- OR RATHER THE LACK OF IT -- AND THAT FACT
SHOULD BE ONE OF TREMENDOUS INTEREST TO ALL OF US INVOLVED IN THE INFORMATION INDUSTRY. MOST ENTREPRENEURIAL IDEAS FAIL NOT BECAUSE OF THE BASIC NON-VIABILITY OF THE IDEA, BUT RATHER BECAUSE OF FAILURE OF EXECUTION. LACK OF KNOWLEDGE IS THE KEY FACTOR IN THAT FAILURE.

OUR INDUSTRY, BY ITS VERY NATURE THEN, MUST BE AT THE HEART OF THE JOB CREATION PROBLEM -- BOTH BY FOSTERING SMALL BUSINESS WITHIN OUR INDUSTRY AND BY PROVIDING IMPROVED KNOWLEDGE TOOLS TO ALL SMALL BUSINESSES EVERYWHERE. IN MY SHORT TIME HERE TODAY, I CAN ONLY SUMMARIZE A FEW OF THESE KNOWLEDGE TOOLS AND ILLUSTRATE THEM WITH SOME EXAMPLES OF WHAT CONTROL DATA IS DOING.

FIRST OF ALL, THERE IS THE MATTER OF INNOVATION. INNOVATION IS THE WELL SPRING OF GROWTH IN ANY ORGANIZATION -- LARGE OR SMALL. INNOVATION AS I POINTED OUT A FEW MOMENTS AGO IS NOT IN THE CHARACTER OF LARGE ORGANIZATIONS. UNFORTUNATELY, THE TREND TOWARD BIGNESS AND CONGLOMERATION OF BUSINESSES HAS NEVER BEEN STRONGER IN OUR SOCIETY.

ON THE OTHER HAND, SMALL ENTERPRISES WHO HAVE THE MOTIVATION AND WILLINGNESS TO INNOVATE DO NOT HAVE THE R&D RESOURCES OR THE ACCESS TO TECHNOLOGY AND IMPROVED TECHNOLOGY TRANSFER MECHANISMS ARE THE ANSWER TO THIS AND REPRESENT AN OPPORTUNITY FOR INDUSTRY IN TWO WAYS -- TECHNOLOGICAL COOPERATION BETWEEN LARGE AND SMALL ENTERPRISES AND COMPUTER-BASED TECHNOLOGY TRANSFER SYSTEMS.

IN COMMENTING ON THIS SUBJECT OF ACCESS, OUR CHAIRMAN, BILL NORRIS, HAS WRITTEN: "....IT SHOULD FIRST BE NOTED THAT THERE IS A VAST AMOUNT OF VALUABLE TECHNOLOGY THROUGHOUT THE WORLD. BUT MUST OF IT IS LITTLE KNOWN AND LITTLE USED BECAUSE OF LACK OF EFFICIENT MECHANISMS AND INCENTIVES FOR COMMUNICATING KNOWLEDGE AND THEN ACTUALLY
TRANSFERRING TECHNOLOGY TO PRODUCTIVE USE. IN OTHER WORDS, THE TRANSFER OF TECHNICAL INFORMATION AND TECHNOLOGY IS GROSSLY INADE-QUATE WITHIN OUR SOCIETY -- IN GOVERNMENT, IN INDUSTRY AND IN OUR UNIVERSITIES. THE FEDERAL GOVERNMENT SPENDS MORE THAN $1 BILLION ANNUALLY TO DISSEMINATE RESULTS OF FEDERALLY-FUNDED RESEARCH AND DEVELOPMENT. YET IT IS FREQUENTLY IMPOSSIBLE OR EXTREMELY DIFFICULT FOR EITHER GOVERNMENT OR INDUSTRY TO OBTAIN THESE RESULTS IN A USEFUL FORM. AND LET ME REPEAT -- IN A USEFUL FORM."

THERE ARE A VARIETY OF LEGISLATIVE AND PUBLIC POLICY ACTIONS WHICH COULD IMPROVE THIS SITUATION. BUT THERE ARE BUSINESS OPPORTUNITIES AS WELL. FOR EXAMPLE, THREE YEARS AGO CONTROL DATA LAUNCHED A SERVICE CALLED TECHNOTEC -- A COMPUTER-BASED TECHNOLOGY EXCHANGE SYSTEM UTILIZING A SIMPLE BUT EFFECTIVE ACCESS SYSTEM AND SOME ADVANCED DATA MANAGEMENT APPROACHES. TO FURTHER ASSIST THE TRANSFER PROCESS CONTROL DATA ALSO ESTABLISHED A RELATED CONSULTING SERVICE, "WORLDTECH", WHICH IS AN ORGANIZATION OF VARIOUS EXPERTS WHO ARE AVAILABLE TO ASSIST IN ALL PHASES OF TECHNOLOGY TRANSFERS.

SECONDLY, THERE IS THE MATTER OF MANAGEMENT EXPERTISE. AGAIN, SMALL ENTERPRISES SIMPLY DO NOT HAVE THE WHEREWITHTAL OR THE ACCESS TO THE LARGE BODY OF KNOWLEDGE WHICH HAS BEEN ACCUMULATED REGARDING EFFECTIVE MANAGEMENT. THE ANSWER TO THIS NEED IS COMPUTER-BASED EDUCATION. THROUGH CBE EVEN THE SMALLEST ENTERPRISES CAN HAVE AVAILABLE A VAST BODY OF MANAGEMENT KNOWLEDGE AT AN AFFORDABLE PRICE, CLOSELY RELATED TO EDUCATION IS INFORMATION, AND COMMUNICATION OF INFORMATION.
CERTAINLY HERE THE PROBLEM IS NOT QUANTITY -- ALL OF US ARE
BOMBARDED BY INFORMATION OF BEWILDERING DIVERSITY AND COMPLEXITY.
THE PROBLEM IS JUST THAT VERY DIVERSITY. IT LACKS FOCUS AND,
THEREFORE, MEANING. BUT COMPUTER DATA BASES ORGANIZED IN BROAD
DISCIPLINES AND AREAS OF KNOWLEDGE CAN AUGMENT COMPUTER-BASED
EDUCATION SO ONE GETS NOT ONLY INFORMATION -- DATA -- BUT ALSO
INSTRUCTION, CONTEXT AND PERSPECTIVE WHICH MAKES THE INFORMATION
USEFUL.

NEXT WEEK, IN MINNEAPOLIS, THE ENTREPRENEURSHIP INSTITUTE OF
COLUMBUS, OHIO, WILL HOLD A TWO-DAY SEMINAR. THIS SEMINAR IS TO
PROVIDE PRACTICAL INFORMATION AND ASSISTANCE IN THE START-UP AND
GROWTH OF SMALL BUSINESSES. SUCCESSFUL EXECUTIVES LEAD THE PARTICI-
PANTS STEP-BY-STEP THROUGH THE PROCESS OF SUCCESSFUL GROWTH OF SMALL
BUSINESSES. ULTIMATELY THIS KIND OF TRAINING -- INCLUDING INTERACTION
WITH "EXPERTS" -- WILL BE AVAILABLE VIA COMPUTER-BASED EDUCATION.

ANOTHER EXAMPLE OF FOCUSED COMMUNICATION. THERE IS "SUCCESSFUL
BUSINESS", A PUBLICATION LAUNCHED THIS YEAR BY COMMERCIAL CREDIT
WHICH DEALS WITH TOPICS OF INTEREST TO THE INDEPENDENT BUSINESSMAN.
BY THE WAY, THERE ARE COPIES OF THIS MAGAZINE HERE FOR THOSE OF YOU
WHO HAVE AN INTEREST.

THERE IS FOR ALL BUSINESSES THE MATTER OF TECHNICAL AND
ADMINISTRATIVE TRAINING. EXPENDITURES FOR TRAINING IN U.S. INDUSTRY
ARE ESTIMATED AT $100 BILLION ANNUALLY. AND, OF COURSE, MOST OF
THIS IS SPENT BY LARGE COMPANIES. ACCESS TO COST EFFECTIVE TRAINING
BY SMALL BUSINESSES IS ANOTHER OPPORTUNITY FOR OUR INDUSTRY. AND, FOR
THAT MATTER, MORE COST EFFECTIVE TRAINING FOR LARGE AS WELL AS SMALL
COMPANIES IS AMONG THE LARGEST INFORMATION SERVICES OPPORTUNITIES
OF THE NEXT DECADE.
FINALLY, SMALL BUSINESS LACKS THE RESOURCES TO DEAL WITH ADMINISTRATIVE BURDENS: PERSONNEL POLICIES, REPORTING REQUIREMENTS, INFORMATION AND FINANCIAL SYSTEMS AND SO ON. ALL SUCH SYSTEMS ARE INFORMATION BASED AND, THEREFORE, REPRESENT OPPORTUNITIES. BY AND LARGE, WE HAVE Addressed ONLY THE SIMPLISH AND MOST MUNDANE OF THOSE ADMINISTRATIVE INFORMATION SYSTEMS -- ACCOUNTING. AND EVEN THAT NOT VERY WELL.

AS A FINAL EXAMPLE, I WILL AGAIN DRAW ON A CONTROL DATA SERVICE. TAKING A PACKAGED APPROACH TO THE TOTAL SMALL BUSINESS PROBLEM, CONTROL DATA IS LAUNCHING A NEW SERVICE CONCEPT -- THE BUSINESS AND TECHNOLOGY RESOURCE CENTER. THESE CENTERS WILL OFFER NOT ONLY PHYSICAL FACILITIES FOR SMALL BUSINESSES BUT ADMINISTRATIVE SERVICES, FINANCIAL SERVICES, COMPUTER-BASED EDUCATION, LABORATORY SERVICES, TECHNOLOGY TRANSFER, CONSULTING AND DATA PROCESSING SERVICES. BOTH URBAN AND RURAL -- THAT IS -- INDUSTRIAL AND AGRICULTURAL VARIATIONS OF THIS BASIC CONCEPT ARE POSSIBLE. THE CONCEPT STARTS WITH KNOWLEDGE AS THE ROOT ELEMENT OF IMPROVED JOB CREATION, PRODUCTIVITY AND GROWTH FOR U.S. INDUSTRY.

I CAN ASSURE YOU THAT THE CHALLENGES AND UNSOLVED PROBLEMS OF RESOURCE CENTER CONCEPT ARE MANY. BUT AS A BUSINESS OPPORTUNITY FOR THOSE OF US IN THE INFORMATION INDUSTRY NOTHING COULD BE MORE EXCITING.

THERE IS WITHOUT QUESTION THE FACT THAT POOR PUBLIC POLICY CAN INHIBIT THE OPPORTUNITY AHEAD AND THAT THERE IS LIKewise THE OPPORTUNITY FOR GOVERNMENT AND OUR INDUSTRY TO FORM A STRONGER ALLIANCE IN DEALING WITH THE HEALTH AND WELFARE OF ALL THE PEOPLE OF OUR COUNTRY. TO THAT END ASSOCIATIONS SUCH AS CCIA HAVE A VITAL ROLE TO PLAY. I WISH YOU WELL IN THAT REGARD AND IN THE SUCCESS OF THIS
AND FUTURE MEETINGS. MEANWHILE WE CAN ALL VIEW THE FUTURE WITH TREMENDOUS OPTIMISM AND EXCITEMENT OVER THE CHALLENGES AND OPPORTUNITIES TO COME.

THANK YOU.