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The following appeared in a memorandum from the president of Excello Food Markets. "In 90 towns where Excello has food markets, natural-food stores specializing in organic food products products containing no chemical preservatives and made with foods grown without pesticides have opened nearby as competitors. Surveys of our own customers reveal a growing concern about foods grown using pesticides or preserved with chemicals. Recently our market in Sun City participated in a local food tasting fair, and 75 percent of the fair goers who visited the Excello booth requested free samples of organic fruit. Such evidence indicates that to increase our profits, we should begin to stock a full line of organic food products in all our markets."

142 The following appeared in a memo from the vice president of a food-distribution company with food-storage warehouses in several cities. "Recently we signed a contract with The Fly-Away Pest-Control Company to provide pest-control services at our fast-food warehouse in Palm City, but last month we discovered that over \$20,000 worth of food there had been destroyed by pest damage. Meanwhile, the Buzzoff Pest-Control Company, which we have used for many years, continued to service our warehouse in Wintervale, and last month only \$10,000 worth of the food stored there had been destroyed by pest damage. Even though the price charged by Fly-Away is considerably lower, our best means of saving

money is to return to Buzzoff Company for all our pest-control services."¹⁴³The following appeared in a proposal from the economic minister of the country of Paraterra."In order to strengthen its lagging economy, last year the government of the nearby country of Bellegea began an advertising campaign to promote ecologically sound tourism (ecotourism). This year, the number of foreign visitors arriving at Bellegeas main airport doubled, and per capita income in Bellegea increased by ten percent. To provide more income for the population of Paraterra and also preserve the natural environment of our tiny country, we too should begin to promote ecotourism. To ensure that our advertising campaign is successful, we should hire the current director of Bellegeas National Tourism Office as a consultant for the campaign."¹⁴⁴The following appeared as part of a business plan developed by the manager of the Rialto Theater."Despite its downtown location, the Rialto Movie Theater, a local institution for five decades, must make big changes or close its doors forever. It should follow the example of the new Apex Theater in the mall outside of town. When the Apex opened last year, it featured a video arcade, plush carpeting and seats, and a state-of-the-art sound system. Furthermore, in a recent survey, over 85 percent of respondents reported that the high price of newly released movies prevents them from going to the movies more than five times per year. Thus, if the Rialto intends to hold on to its share of a decreasing pool of moviegoers, it must offer the same features as Apex."¹⁴⁵The following is a recommendation from the business manager of

Monarch Books." Monarch Books should open a café in its store to attract more customers and better compete with Regal Books, which recently opened a café. Monarch, which has been in business at the same location for more than twenty years, has a large customer following because it is known for its wide selection of books on all subjects. Opening the café would clearly attract more customers. The café would require relatively little space. Space could be made for the café by discontinuing the children's book section, which will likely become less popular given that the last national census indicated a significant decline in the percent of the population who are under age ten."¹⁴⁶

The following appeared as an editorial in a wildlife journal." Arctic deer live on islands in Canada's arctic region. They search for food by moving over ice from island to island during the course of a year. Their habitat is limited to areas warm enough to sustain the plants on which they feed, and cold enough, at least some of the year, for the ice to cover the sea separating the islands, allowing the deer to travel over it. Unfortunately, according to reports from local hunters, the deer populations are declining. Since these reports coincide with recent global warming trends that have caused the sea ice to melt, we can conclude that the decline in arctic deer populations is the result of deer being unable to follow their age-old migration patterns across the frozen sea."¹⁴⁷

Although black bears are common in the eastern Canadian province of Labrador, grizzly bears—often similar in color, but much larger—were believed to exist only in the western provinces. Despite a nineteenth-century explorer's account of having startled and narrowly escaped from a

grizzly bear deep in the woods in Labrador, modern scientists find no physical evidence that grizzly bears have ever lived in Labrador. But recent research into the language and legends of the Innu, a people who have lived in Labrador for thousands of years, reveals that their language has words for two different kinds of bears, and their ancient legends attribute different characteristics to the two kinds of bears. Therefore, there probably were grizzly bears in Labrador, and the explorers account probably accurately identified the bear.¹⁴⁸ Scientists studying historical weather patterns have discovered that in the mid-sixth century, Earth suddenly became significantly cooler. Although few historical records survive from that time, some accounts found both in Asia and Europe mention a dimming of the sun and extremely cold temperatures. Either a huge volcanic eruption or a large meteorite colliding with Earth could have created a large dust cloud throughout Earth's atmosphere that would have been capable of blocking enough sunlight to lower global temperatures significantly. A large meteorite collision, however, would probably create a sudden bright flash of light, and no extant historical records of the time mention such a flash. Some surviving Asian historical records of the time, however, mention a loud boom that would be consistent with a volcanic eruption. Therefore, the cooling was probably caused by a volcanic eruption.¹⁴⁹ The following appeared in a newspaper article published in the country of Corpora. "Twenty years ago, one half of all citizens in Corpora met the standards for adequate physical fitness as then defined by the national advisory board on physical fitness. Today, the board says

that only one quarter of all citizens are adequately fit and suggests that spending too much time using computers may be the reason. But since overall fitness levels are highest in regions of Corpora where levels of computer ownership are also highest, it is clear that using computers has not made citizens less physically fit. Instead, as shown by this year's unusually low expenditures on fitness-related products and services, the recent decline in the economy is most likely the cause, and fitness levels will improve when the economy does."150

The following appeared in a letter to the editor of a newsletter on health issues. "For the past decade, most health experts have advised teenagers to avoid eating greasy foods in order to prevent acne and related skin conditions, but the number of teenagers who sought medical help for these skin problems has actually risen over the same period. In a recent study, teenagers who avoided greasy foods for a month reported approximately as many outbreaks of acne and related skin conditions as did those who ate an average of two servings of greasy food per day. Such data indicate that eating greasy foods is unlikely to be a cause of acne and related skin conditions. Therefore, health experts should no longer recommend that people avoid such foods."

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