

Portia Isaacson Wright, Ph.D.

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The newsletter for executives with vision who plan and build the future of computer, telecommunications, electronics and office products technology and applications using the best information they can buy.

FUTURE THINKER

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A FEW WORDS

Liftoff; Charts, Credits & Copyrights; and Coming Attractions

Liftoff

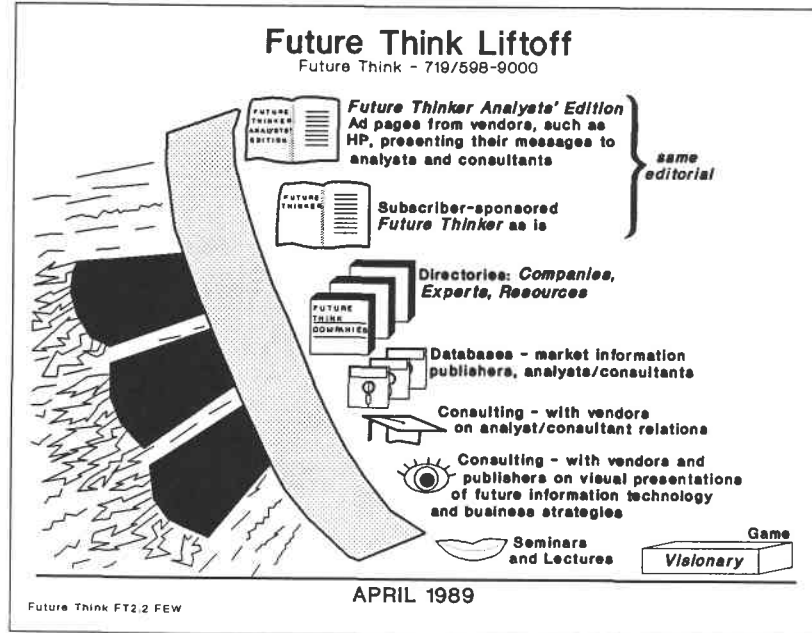
Thanks to our clients, subscribers, participating market information publishers, fans and critics Future Think has gained the momentum needed to break through that critical barrier between entrepreneurial start-up and real business

All of you with information entrepreneurial pasts know that surviving the transition from start-up to real business is rough. I've done it once, barely. The entrepreneur must juggle cash flow, subscribers, employees, and subcontractors while still writing the newsletter and performing for clients, hiring people, finding partners, and planning for the next phase of the business, yet not getting ahead of the cash flow, of course. If you thought following the preceding sentence was challenging, you should try being the entrepreneur. It's no mean trick.

In the past few months Future Think has started the countdown to liftoff. Status —

Next issue Future Thinker will be two editions — the regular edition which we will call Future Thinker Industry Edition (subscriber-sponsored as now) and Future Thinker Analysts' Edition (controlled-circulation to analysts and consultants with advertising from computer/telecom vendors who want a cost-effective way to get their message to leading industry analysts and consultants).

Other Future Think products and services are those with which you are already familiar, except perhaps some very interesting consulting projects we have underway



(Continued on Page 26)

FEATURE

Happy 25th Birthday, IDC!

In the Beginning. . .

I asked Pat McGovern if he had had the complete vision of what IDC would become at the time he started it. His response "Oh, yes. I made a 25-year plan on day one." He chuckled. "Actually, had I made more than a two-month plan, I'm sure I would have gotten discouraged by the challenges and kept on doing what I was doing."

Pat named the company by creating a set of index cards containing words relevant to the business. After shuffling them together, the three top cards spelled out International Data Corporation

And from that seed has grown the most powerful international computer publishing empire on earth

The Computer Installation Census File was the first instance of syndicated (non-proprietary) market research in the computer industry. Pat's a great fan of research sponsored in advance by clients. Me, too

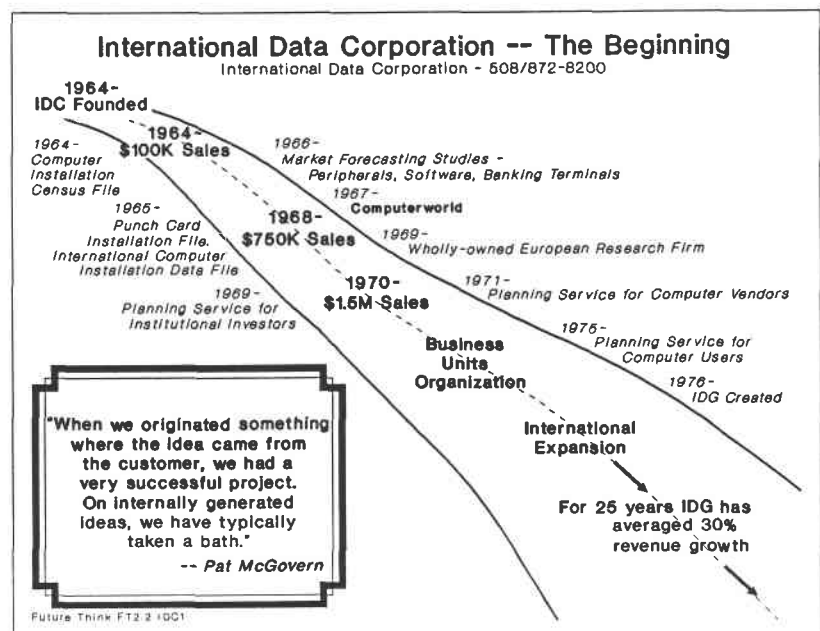
IDC started the industry's first Planning Service in 1969. It was for institutional investors (cash, not soft-dollars) and included the components so common today: reports, newsletters, seminars and unlimited inquiry service

I was totally captivated as Pat McGovern recounted the beginnings of IDC.

He was associate publisher for *Computers and Automation*. It was 1964¹. Pat recalled a lively get acquainted meeting with the head of Univac in which the lack of information about Univac's present and prospective customers was the topic of the day. Pat suggested that he could solve that problem by simply putting people on the phone and calling all 10,000 computer installations. He gave Univac an off-the-cuff quote of \$10,000. The response, "Unacceptable, unacceptable!" Pat countered with a lower price. But the Univac executive explained that he wanted to pay \$15,000 to \$20,000 in order to be sure that the information would be taken seriously and be used. Pat experienced that big "Aha!" — the cost of information directly influences its perceived usefulness.

On the train home from New York to Boston, Pat wrote a proposal to create a *Computer Installation Census File*. The magazine Pat worked for didn't want to do market research, so Pat proceeded on his own. He sent 20 proposals to companies in the computer industry without bothering to register his chosen company name (thought he would wait and see if anyone actually responded).

To his amazement, within two weeks he had received 12 checks for \$7,500 each. On February 27, 1964 he registered the name with the state of Massachusetts . . .



The Present and the Future

Today Tom Swithenbank is President of IDC. I appreciated his perspectives on IDC's positioning for the next 25 years.

Tom explained, "Just as IDC's history has paralleled that of the computer business, so will it continue to parallel it in the future. The industry will move beyond computers to information technology and will continue to be an extraordinarily dynamic business." Tom explained his views of what he expects to be continuing growth and demand for information technology. Right on!

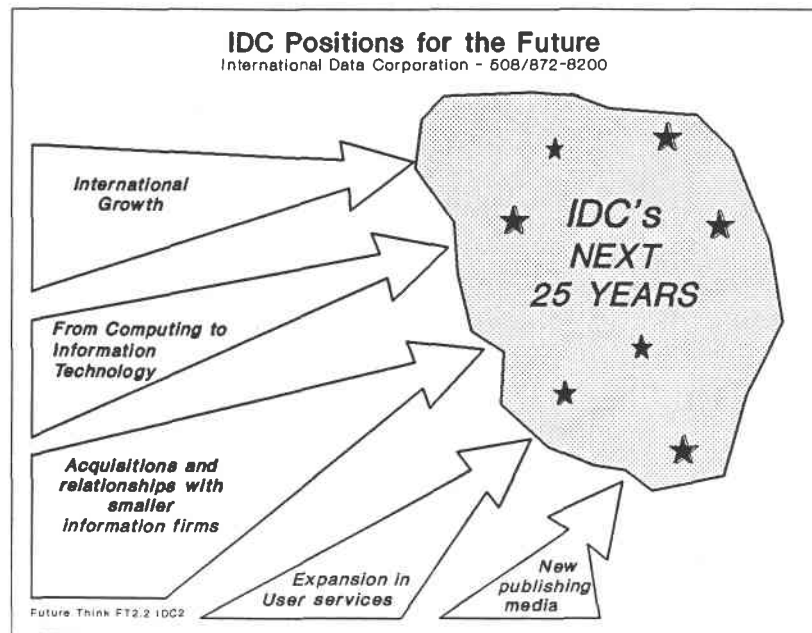
IDC's future factors: new subject coverage as the computer industry expands to information technology, major international growth, acquisitions and other relationships with smaller information firms, expansion in user services and new publishing media

Dear IDC,

It looks like you're well-positioned to do whatever you decide in the next 25 years. I'll cheer you on.

We in the computer information industry are grateful for your pioneering work and the model you have given us through the years. We wish you well as you build your next 25 years. Happy 25th!

Portia



For Additional Information Contact:

International Data Corporation
Five Speen Street
Framingham, MA 01701

508/872-8200

Fax: 508/626-4205

1. A little perspective. In 1964 IBM announced the S/360 (first shipped in 1965) and the BASIC programming language was invented. In 1965 Digital shipped the first PDP-8, and the first Ph.D. in computer science was granted. In 1964 I had just finished a couple of years in the army, had had my first son, was enrolled in my first semester of college and was about to give birth to twins. In 1966 I saw a computer for the first time. I didn't find it nearly as interesting as the physics lab.

FEATURE PROFILE

James Martin Report, Inc.

James Martin has long been respected as the computer industry's most prolific author, futurist and consultant. He is the principal investor and content architect of James Martin Report, Inc. which publishes the James Martin Productivity Series Library

Pieter's association with James Martin in Higher-Order Software, Inc. gave birth to the concept for an information service on software technology that would be midway between Jim's books — which are inexpensive but become obsolete quickly — and Jim's seminars, which are up to the minute but expensive

The series is a loose-leaf, multi-volume, quarterly-updated information service. Usually entire chapters are replaced to minimize the replacement chore. Individual volumes (typically 250-300 pages) of the James Martin Productivity Series Library may be purchased for \$195 which includes a year's updates. Four volumes are \$595/year. Eight are \$895/year. Sixteen are \$1,595/year

Like many of us, Pieter Mimno had admired James Martin's work for years. He had just finished reading Martin's book *Application Development without Programming* when he arrived in Bermuda, having sailed there as a part of the Newport to Bermuda race. Knowing Martin lived in Bermuda, Pieter couldn't resist a phone call. After recovering from his amazement when Jim answered the phone, Pieter described his current work with Margaret Hamilton on higher-order software and provably-correct program technology.

That phone call turned into a meeting at Jim's place. The conversation lasted all day and into the evening and then a later meeting including Margaret Hamilton. Jim dropped everything and wrote the book *Software Design from Provably Correct Constructs*. He joined the board of directors and invested in Margaret Hamilton's company Higher-Order Software, Inc. The goal was to produce software tools to assist in software development using provably correct constructs.

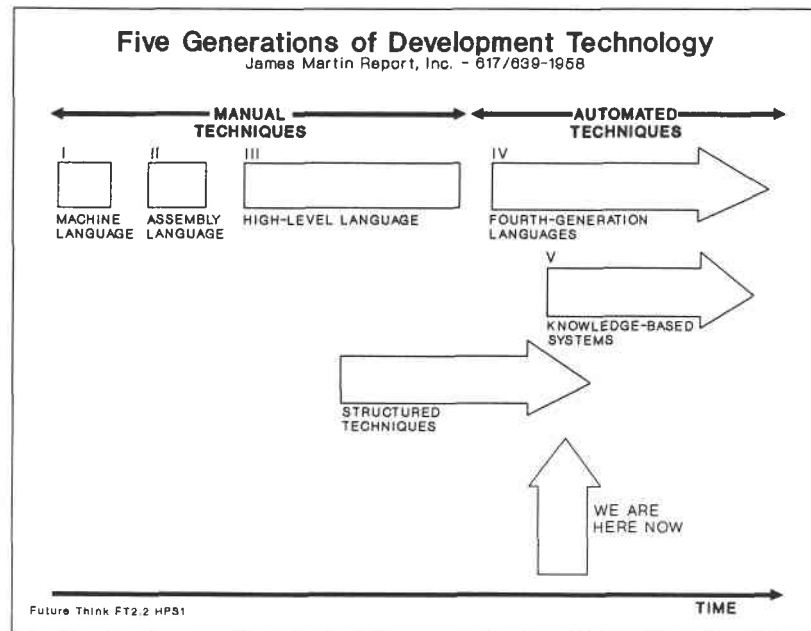
An Information Service is Born

The *James Martin Productivity Series Library* was created to provide IS managers with the information they need about software technologies. According to Pieter, the series answers such questions as "What are the critical technologies needed to build strategic systems? What is significant? What are the trends? What are the leading products?" Each volume contains a technology overview and evaluations of leading products.

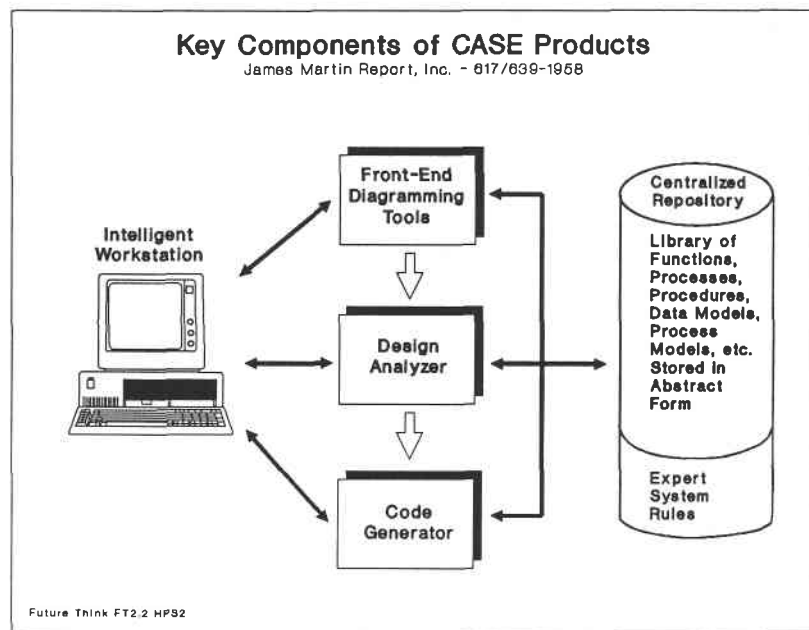
Volume Title.....	Year Started
<i>High-Productivity Technology</i>	1984
<i>Query, Reporting & Graphics</i>	1984
<i>Decision Support & Financial Analysis</i>	1984
<i>Application Generators for End Users</i>	1984
<i>Application & Code Generators for DP Professionals</i>	1984
<i>Computer-Aided Software Engineering</i>	1987
<i>Expert Systems & AI Toolsets</i>	1987
<i>Personal Computer Tools</i>	1988
<i>IBM Office Information Architectures</i>	1989
<i>ISDN—Integrated Services Digital Network</i>	1989
<i>IBM AS/400</i>	soon
<i>Corporate Networking Standards</i>	soon
<i>SAA—Systems Application Architecture</i>	soon
<i>Textbase Management Systems</i>	soon
<i>Lotus Environment</i>	soon
<i>OS/2</i>	soon

Content Rich, Well Written and Well Illustrated —

According to the *James Martin Productivity Series Library*, the DP industry has produced three mature generations of application-development technology. A fourth is being accepted, and a fifth generation of knowledge-based systems is being introduced. The first three are familiar to all of us. Fourth-generation languages are those that provide results in 1/10th the time required in COBOL or FORTRAN, are well human-factored, easy to learn and remember, and appropriate for both end users and IS pros. Examples include query languages, report generators, and application generators. Advanced fifth-generation systems will be based on fifth-generation, knowledge-based computers that will likely have highly parallel architectures very different from our computers of today



According to the *James Martin Productivity Series Library*, CASE (computer-assisted software engineering) provides both the process and the tools for every part of the software development life cycle. The key components of CASE products are front-end diagramming tools supporting business planning, analysis and design; design analyzers that detect internal inconsistencies, ambiguities and incompleteness in the design specifications; code generators that automatically generate code from design specifications; and the repository that is used as a knowledge base to store information about the business organization, its structure, enterprise model, functions, procedures, data models, data entities, entity relationships, process models, etc.



Being an old software engineer myself, I really enjoyed getting up-to-date as I studied several volumes of the *James Martin Productivity Series Library*. Over the next few months we'll feature several individual volumes in *Future Thinker VIEW & REVIEWS*.

James Martin Report, Inc. People

Quite an impressive crew

James Martin provides involved editorial direction and review. Pieter Mimno, as editor and publisher, runs the business — including editorial supervision. A staff of eight capable editors are supplemented by well-known consultants such as Peter Norton, ADM and Foundation Technology. James Martin Report, Inc.'s editors include: Dave Andrews, Ronald Beck, Leland Freeman, Simon Grant, Joe Leben, Chris Locke, Dennis Merritt, and Dawna Travis. Most editors had strong vendor or user backgrounds in their areas of expertise prior to joining James Martin Report, Inc.

In addition to eight editors, James Martin Report, Inc. has seven other staff members in administration, marketing and sales. A prolific crew.

A Hyper Future

I find James Martin Report, Inc. a most interesting information company. I'll bet you'll be hearing a lot from them. Especially if they beef up their marketing and sales efforts a bit. The product has much more potential than has been realized

...

Pieter sees James Martin Report, Inc. as presently positioned between Datapro and Gartner Group in the mainstream of their markets to large end-users of information technology. I agree. The plan is to move more aggressively into both their turfs — Datapro's by more aggressive marketing of products that are already comparable (although not an exact overlap) in subject matter, form, and price; and Gartner's by becoming more timely and more advisory and . . . (well, that's a secret).

James Martin, in person, is involved in creating the desktop/CD-ROM/hypertext/expert system version of the *James Martin Productivity Series Library*. It's much further along than a dream. Imagine an information company actually being a pioneer implementor of the technology they talk about. That would be quite a *coup* in our industry! I'll be here cheering.

Watch for reviews of individual volumes . . .

For Additional Information Contact:

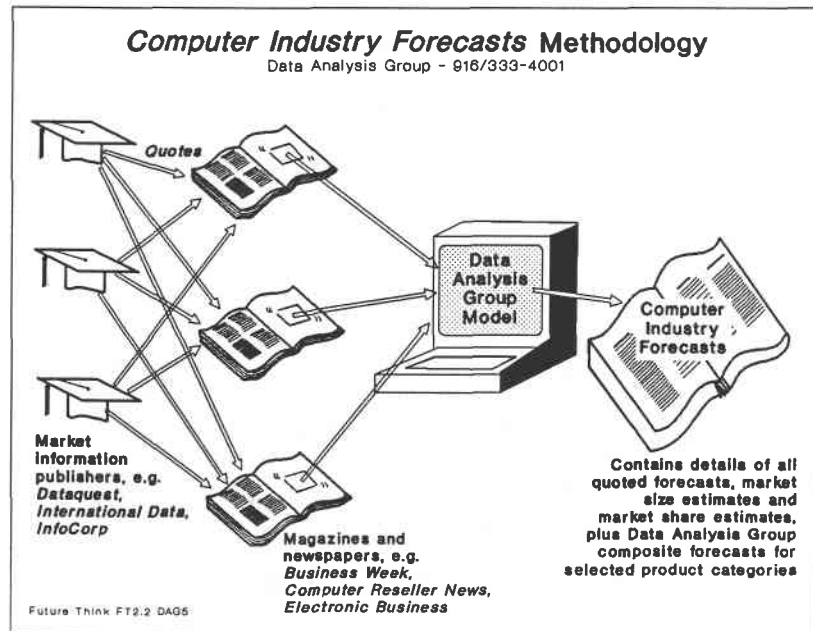
James Martin Report, Inc.
P.O. Box 969
Marblehead, MA 01945

617/639-1958 Fax: 617/631-2280

PERIODICAL VIEW

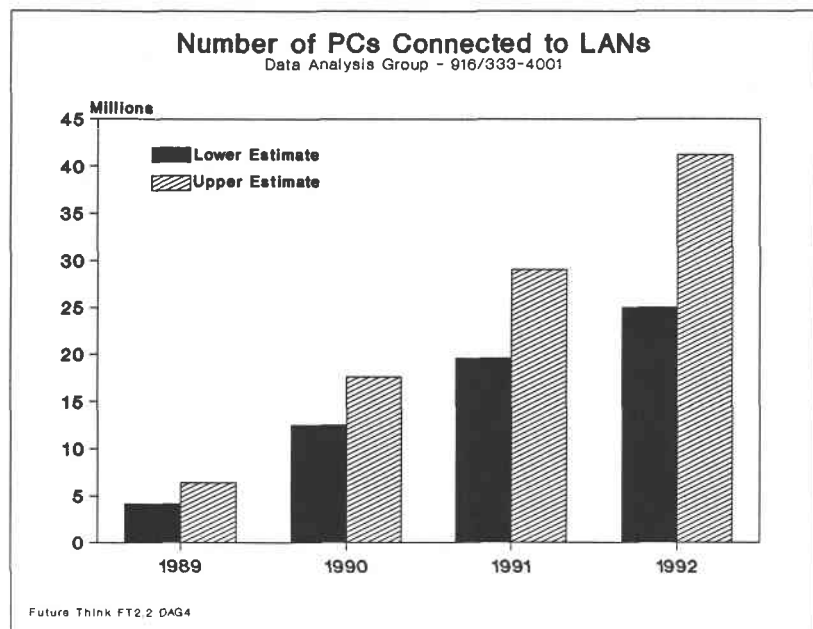
Computer Industry Forecasts Data Analysis Group

*Keith Parker is a statistician and worked for the Department of Commerce from 1975 to 1979. There he used **Predicasts** as a market research tool but observed that it wasn't specific enough for the computer industry. So from his statistical consulting base he launched **Computer Industry Forecasts** with Reny Parker, his wife, to serve those who need occasional ballpark estimates for market sizes, market shares and forecasts for computer products. According to Keith many people just can't justify the cost of extensive studies offered by market research firms for their casual needs. Apparently 450 subscribers agree. These subscribers like the fact that **Computer Industry Forecasts** offers data from many sources all in one place and, as a result, gives a balanced perspective*

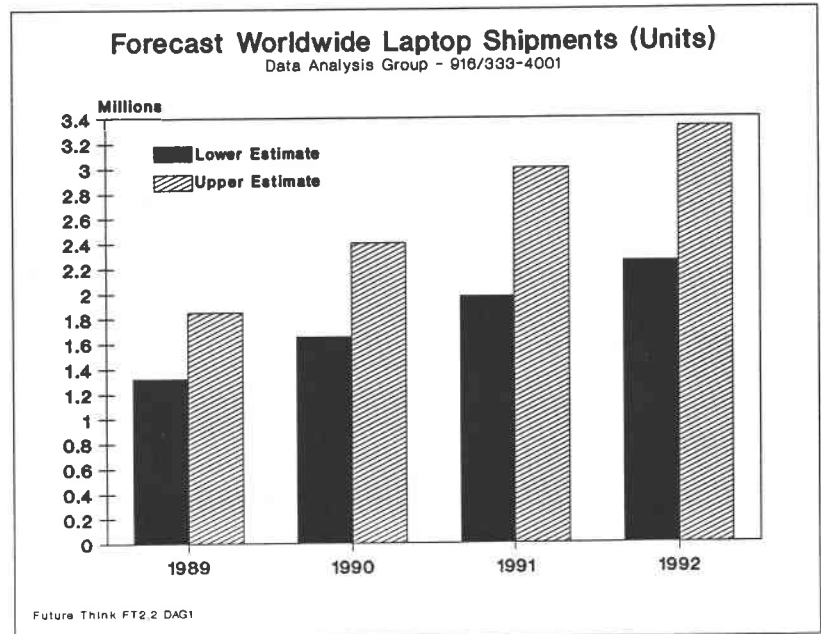


Just a Few Samples

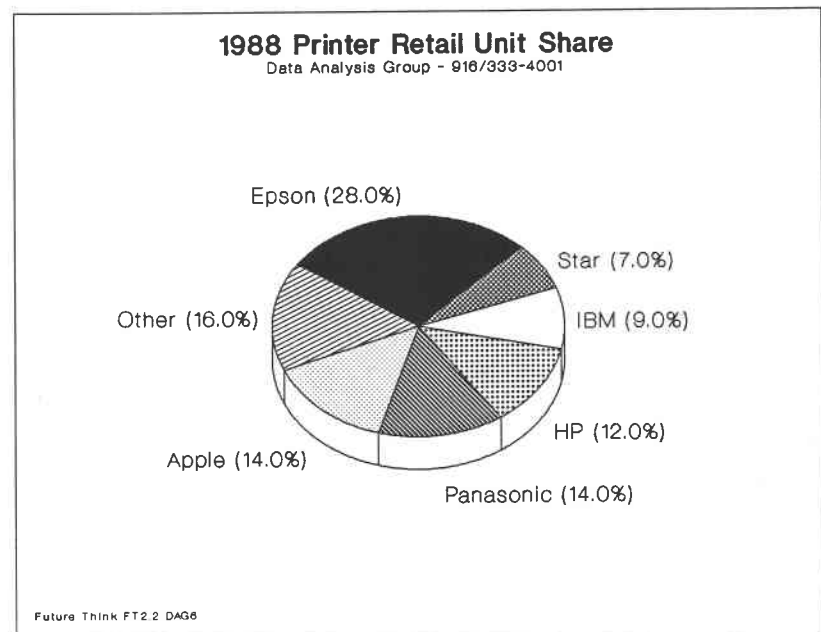
Keith explains, "All quoted forecasts are entered into a Data Analysis Group model. Each forecast, no matter what its source, is used as a random variable. It's just a number that gives some measure of central tendency . . . some upper bound, some lower bound. In a simple statistical model all information up to a year old is weighted by quarter; that is, information that is a year old is worth 1/4 of the information from the current quarter."



*Keith says most computer industry forecasts are speculation and not based on good historical data. In fact, good historical data is not available in emerging market segments which are frequently those of most interest. **Computer Industry Forecasts** publishes the details of every quoted forecast so it is easy to see what different experts are saying. The composite forecasts give an upper bound and a lower bound of the weighted average of forecasts quoted during the preceeding year*



*Even companies who buy extensive market research data will still find **Computer Industry Forecasts** very useful as a way to quickly compare various sources for a specific product segment and as a guide to the published literature — complete references are given so if you need to know which issue of **Computer Reseller News** published that article on plotter forecasts, you got it!*



Conclusions, Accolades and Cautions

And Review — Concise, consistent presentation of all computer industry forecasts published in magazines and newspapers. Most forecasts are quotes from market research firms such as Dataquest, International Data, Forrester and many more. Over 32 leading business and computer industry publications are clipped as sources of such data. Forecasts are entered into a model and weighted by date to calculate composite forecasts with high/low ranges.

Magnificent features — Easy reference guide to forecasts available in magazines and newspapers. Presented alphabetically by product category, e.g., monitors, minicomputers, or power supplies. Index of companies and key words. Very easy to use and read. Nice consistent tabular presentation of data and sources.

Limits or not so magnificent features — This periodical is an excellent starting place for quick and casual estimates of current market sizes, market shares and forecasts. It is as accurate and well-researched as it can be given that its sources are presentations of information in magazines and newspapers usually obtained from market research companies. I am sure you know that such articles rarely give the complete context of the information quoted and overall are highly subject to misinterpretation and inaccuracy.

If you are using market size estimates, market shares or forecasts as an important part of your business planning or decision making, I recommend that you get such information directly from the original source with complete explanations of methodology, contexts, product segment definitions, market segment definitions and, last but not least, a thorough understanding of the qualitative issues and assumptions on which the numbers are based.

For: Computer industry vendors, consultants, libraries and market research firms

Authors: Keith Parker
Reny Parker

What: Quarterly Periodical

Pages: 108 pages/issue

Exhibits: The entire publication is mostly tables and a few graphs

Price: \$295/year¹

Forecast for *Forecasts*

Some fine tuning of *Computer Industry Forecasts* is planned, such as added text explanations of numbers and more publications clipped. But mostly it's more of the same very well-done publication.

For Additional Information Contact:

Data Analysis Group
P.O. Box 4210
3201 Hanson H. Road
Georgetown, CA 95634

916/333-4001

Fax: 916/333-1247

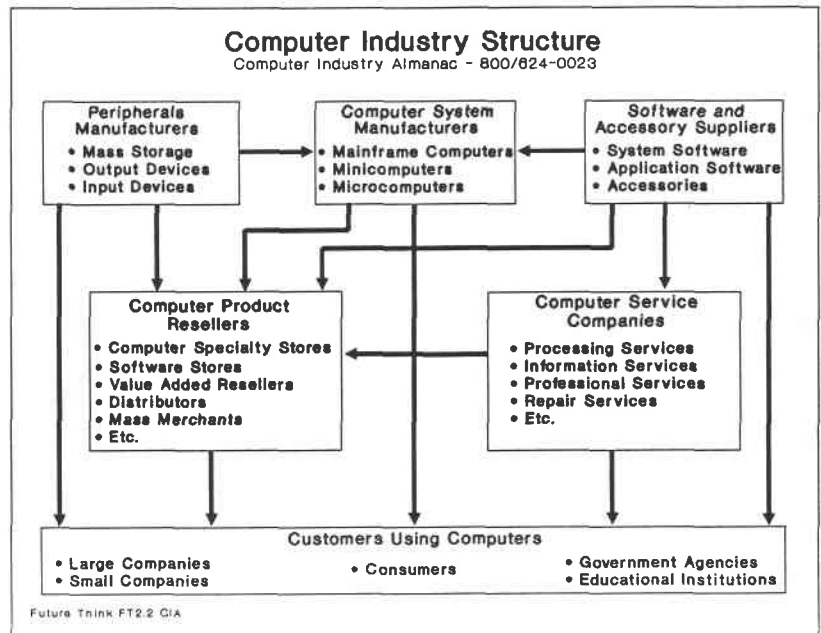
1. A diskette version is available for \$440 and includes the print version.

VIEW & REVIEW

Computer Industry Almanac 1989 Brady/Simon & Schuster

A View of the Future —

You're going to like this reference book. But I'll warn you, you'll have trouble purchasing just one. They seem to multiply in a company — everyone wants their own copy. The computer industry is complex and rapidly changing. And even industry oldtimers from executives to secretaries frequently need a place to look for a quick hint or update on some tidbit of information. Newcomers to the industry will find it indispensable



The material is compiled from myriad (81) sources. There are brief, clear introductory chapters by Dr. Egil Juliussen, one of the authors and a well-known computer industry analyst, giving an overview of the computer industry and product trends

And Review — This book is packed with facts, figures, addresses, forecasts, rankings of hardware and software products, award winners, lists of companies in various categories, sales figures, executives, salaries, research institutions, magazines and . . . well just about everything you might need to have at your fingertips if you work in or with the computer industry. From executives to sales people to secretaries, this book is a must reference volume. At \$29.95 it should be on your desk, not just in the library.

Extraordinary features — Very complete. Attractive design — especially the cover, which hints of a book that is made for browsing. The book delivers what the cover promises. There's even a brief history of the computer industry and some trivia.

Limits or not so extraordinary features — Wheels would have been a nice feature. This book is heavy! I make a point of never taking it with me.

For: Computer industry people, students, press, and the curious

Authors: Egil Juliussen
Karen Juliussen

For Additional Information Contact:

What: Book
Pages: 793 **Exhibits:** 27
Date: 12/1988 **Price:** \$29.95

Brady/Simon & Schuster
800/624-0023

VIEW & REVIEW

The Programmable Logic (PLD) Market Insight Onsite

A View of the Future —

Programmable logic devices (PLDs) are standard devices (relatively inexpensive because they are mass produced) that are programmed by the user (mostly computer manufacturers) for specific applications. PLDs are used in low-volume applications (a few thousand units per year) where ASICs (Application-specific integrated circuits) would be used if the volumes were higher. Frequently PLDs are used in the first design of a product and later, when the volumes are higher, a redesign incorporates ASICs. A product can be gotten to the market faster and less expensively using PLDs

Will's been doing this report every year since 1978. I think he's got it!

Will Booth usually talks to design engineers as the basis for this study and, as he is an engineer himself, he can really get into why PLDs are or are not being selected as components in designs — the best basis for a forecast of this type

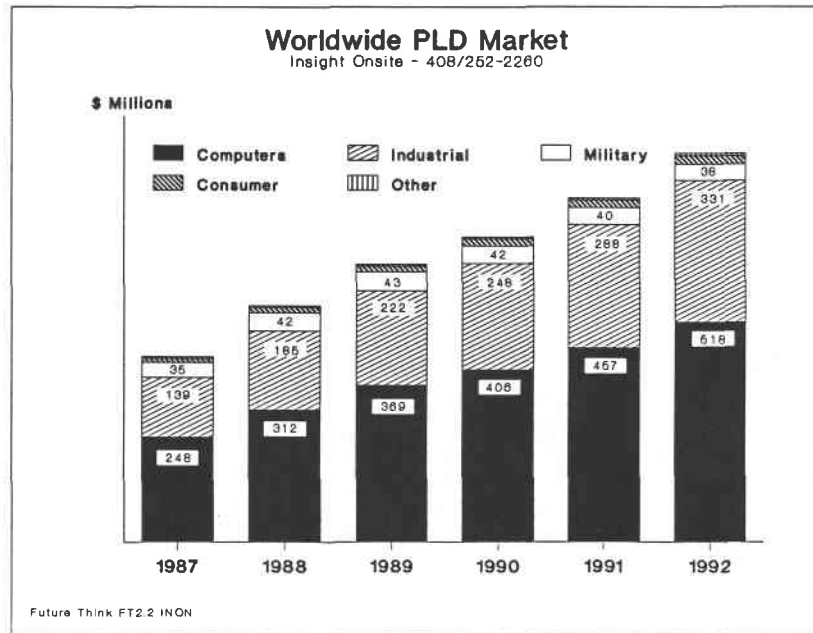
For: PLD manufacturers,
PLD users

Author: Will Booth

What: Annual Report

Pages: 68¹ **Exhibits:** 86

Date: 10/88 **Price:** \$4,000²



And Review — Depicts the PLD market by 4 geographic regions, 15 user segments, 6 PLD speed categories and basic vendor statistics.

Prime features — For the first PLD report in 1978, Will made over 500 calls to PLD users. Each annual update has been based on about 75 interviews.

Limits or not so prime features — Will chose not to include extensive analysis of competitors. PLD users will not find specific product information. However, Will does sometimes customize the report a little to address specific needs.

For Additional Information Contact:

Insight Onsite
1378 Olympus Drive
San Jose, CA 95129-9918

408/252-2260

Fax: 408/252-2299

1. This data-rich report covers its subject well in spite of being only 68 pages. The 86 charts and graphs as well as the text are well presented. This report is definitely in the top quarter of all I've seen (all subjects) with its no-fluff, easy-to-understand style and format.
2. Price includes up to a dozen copies and limited customization.

VIEW & REVIEW

Groupware Institute for the Future The Free Press/Macmillan

A View of the Future —

"Groupware" is one of the information technology industry's hottest buzzwords. According to Bob Johansen, Institute for the Future, groupware is a generic term for specialized computer aids that are designed for the use of collaborative work groups. Groupware provides computer support for business teams. Not really a new product category in itself, groupware is more a perspective — there will be a day when groupware features are incorporated as natural extensions of word processing, spreadsheets, LANs and other applications. Bob says that unlike most technology products, groupware is a response to an actual market need. Some industries are inherently business team-oriented; for example, aerospace, construction and consumer products

If there were a course called The Future of Computing 101, this book would be required reading

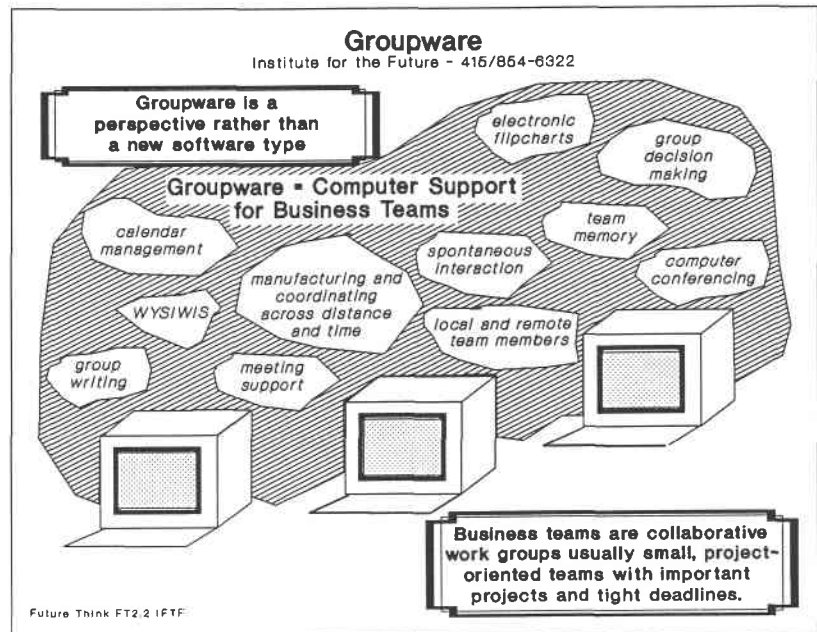
For: Software, computer and network vendors; and business teams/leaders

Authors: Robert Johansen with Jeff Charles, Robert Mittman, Paul Saffo and Institute for the Future Staff

What: Book

Pages: 205 **Exhibits:** 33

Date: 1988 **Price:** \$27.95



And Review — Required reading for users and vendors of information technology. Easy and entertaining presentation of the past, present and future of computer support for business activities. This book is not just about groupware, it is about computing. You'll glimpse the future of information technology supporting and permeating the daily aspects of our working life.

Excellent features — Filled with examples of groupware applications. Nicely illustrated.

Limits or not so excellent features — Good introduction, but for those who want to run out and buy groupware functionality, this book is not sufficient. But Institute for the Future has the "how-to" book underway.

For Additional Information Contact:

The Free Press/Macmillan, your book store or
Institute for the Future
2740 Sand Hill Road
Menlo Park, CA 94025

415/854-6322

Fax: 415/854-7850

VIEW & REVIEW

Revenue Streams of Mass Market Videotex Jupiter Communications

A View of the Future —

France is the only place where there are mass-market screen-based services — 4 million terminals (1/2 of all households). Might we have that kind of terminal deployment in the U.S.? According to Josh Harris, U.S. West just put out an RFP for terminals. Southwestern Bell with U.S. Videotel is placing 50,000 terminals in Houston. Terminals are not free as in France. They will be leased (\$5-\$12/month). According to Josh, the primary mistake the French made was not charging at least a nominal sum for terminals. Josh thinks revenue from personal terminals will surpass PC revenue from consumers by late 1995. He thinks the small business market might follow as it did in France. Wonder why PC manufacturers have not purchased this report?

Small wonder France Teletel is a good customer for this report

Daniel Kaplan is the principal in a French consulting company that produces services for videotex

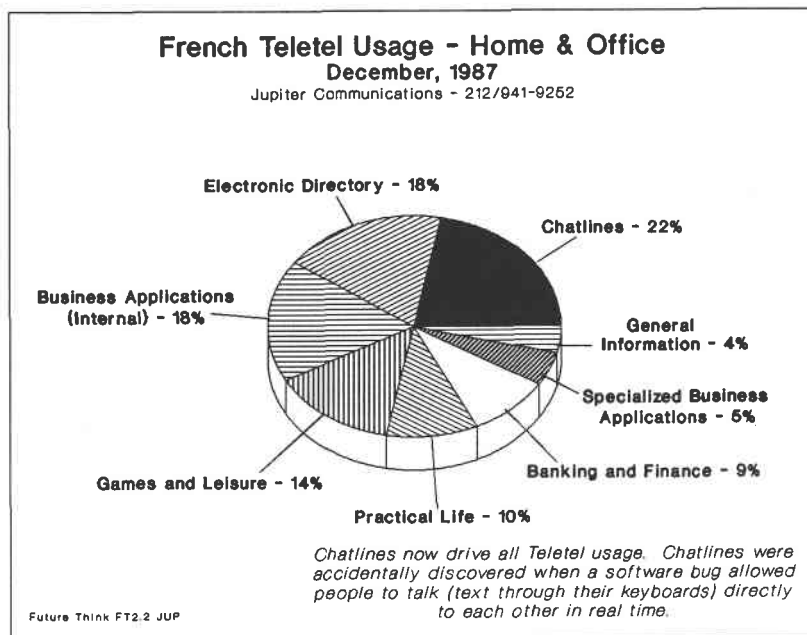
For: BOCs, telephone companies, terminal/PC manufacturers

Authors: Daniel Kaplan
Josh Harris

What: Report

Pages: 87¹ **Exhibits:** 33

Date: 1/89 **Price:** \$1,495²



And Review — Financial/strategic analysis of the French telephone company's consumer information service, France Teletel. Sources include public financial information which is enhanced by substantial analysis and interpretation.

Celebrated features — Report is basis for Daniel's doctoral dissertation. Would that all reports had to be so scrutinized.

Limits or not so celebrated features — On nearly every page of this thorough analysis of the French Teletel system, one wishes for conclusions of what the French experience means to the U.S. market. That's another study in the set.²

For Additional Information Contact:

Jupiter Communications Company
594 Broadway, Suite 1003
New York, NY 10012

212/941-9252

Fax: 212/941-7376

1. High data & information density in this single-spaced report — equals most 200 page reports.
2. This report is included with *Deploying a Critical Mass of Videotex Terminals* (\$1,495), *The Consumer Videotex Terminal* (\$1,495), and *RBOC Entry into Information Services* (\$249) as a set for \$4,250.

VIEW & REVIEW

Computer Stores USA StoreBoard

A View of the Future —

JoeAnn Stahel, President of StoreBoard, Inc., says "StoreBoard defines a computer speciality store as a reseller of personal computers who derives 50% or more of its total revenue from the sale of personal computer hardware and related products through a storefront operation and any outside sales activity. Emphasis is placed on computer systems sales, service and support to end users. . . . This definition excludes consumer electronics stores, mass merchants, VARs, office products dealers, and mail order."

This database is the basis for projections of StoreBoard's influential monthly sales and inventory data which is collected from over 12% of the 3,600 accessible computer stores. It is to a manufacturer's advantage to have its stores accurately represented. Several leading manufacturers supply current dealer lists under non-disclosure so that stores can be contacted to obtain information for Computer Stores USA

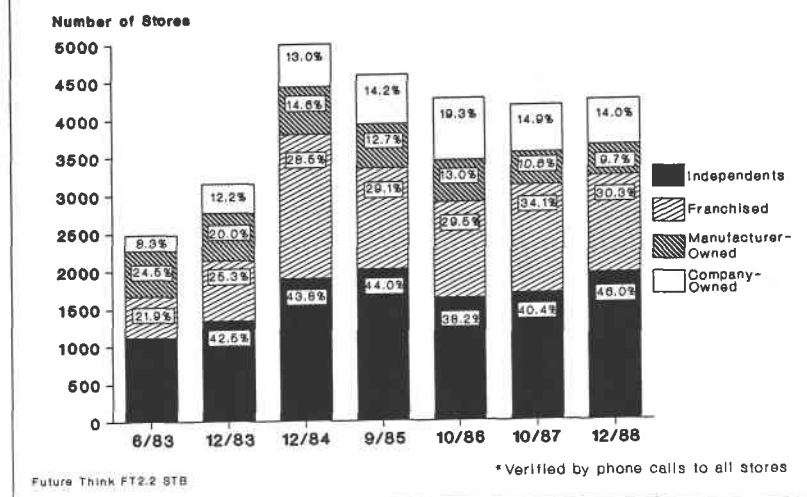
For: PC, software, and peripheral vendors; computer retailers

Authors: JoeAnn Stahel
Pat Smead

What: Directory¹
Pages: 548 **Exhibits:** 2
Date: 12/88 **Price:** \$750¹

Growth of Computer Specialty Stores*

StoreBoard - 214/231-5964



And Review — Summary data on chains, 4,248 stores by state/city with index by store name. For each store: location, phone, owner/manager/purchasing agent, type of store (chain/independent/manufacture-owned), personal computer brands carried and printer brands carried.

Superb features — Updated every year since 1981. Starting with yellow pages, newspapers, manufacturer dealer lists and lists from chains, all stores are verified by telephone.

Limits or not so superb features — Needs page numbers in Table of Contents and page headers for easier reference. Detracts little from a mountain of quality information.

For Additional Information Contact:

StoreBoard, Inc.
8111 LBJ Freeway, Suite 1313
Dallas, TX 75251

214/231-5964

Fax: 214/231-0938

1. Also available on diskettes (current at time of shipment) for \$3,000. A companion volume which summarizes the state of the computer speciality store channel is offered separately for \$250 (available early April).

VIEW & REVIEW

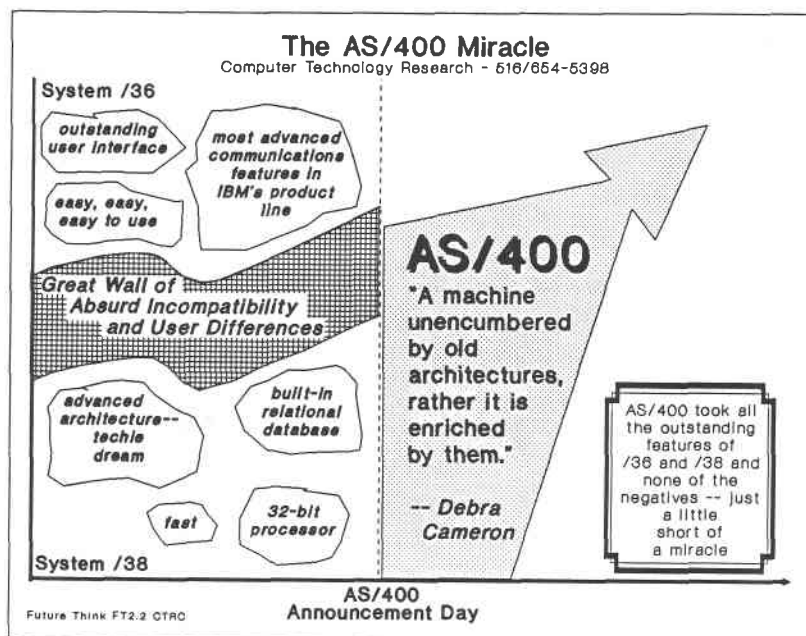
AS/400 Silverlake Report Computer Technology Research Corp.

A View of the Future —

From the report, "We doubted it could be done. Merge the /36 and the /38? A great idea in the abstract to combine the /36's ease of use and connectivity with the /38's technical superiority, but how?" Debra explained to me "/36 and /38 users are such different groups — the users are different, the programmers are different — so I didn't expect IBM to get these two groups to buy into this new computer."

Her assessment, "Because I worked in the /36 and /38 marketplace, I had a real sensitivity to what they were looking for. So it was gratifying for me to see that IBM had really done it!"

Debra explained that as she read the 1,000 pages of announcement documents she kept thinking, "They've created a product that not only satisfies current IBM midrange users, but gives IBM an aggressive stance in the midrange market" In this report she explains how and what. . .



And Review — Covers: AS/400 positioning in IBM's product line, SAA compliance, architecture, user interface, the operating system, communications, application software, conversion considerations for /38, /36 & /34, and limitations.

Superb features — Perfect for users wanting perspective on the past, present and future of the AS/400. Excellent analysis of how the AS/400 fits with other IBM products. Written in a clear and straight-forward style.

Limits or not so superb features — Does not contain an analysis of competitive equipment or vendor-oriented forecasts. However, vendors will find useful the clear explanations of IBM's most strategic midrange system.

For: MIS Directors, midrange computer and software vendors

Author: Debra Cameron

What: Report

Pages: 142 **Exhibits:** 17

Date: 12/88¹ **Price:** \$185

For Additional Information Contact:

Computer Technology Research Corporation
180 East Main Street
Patchogue, NY 11772

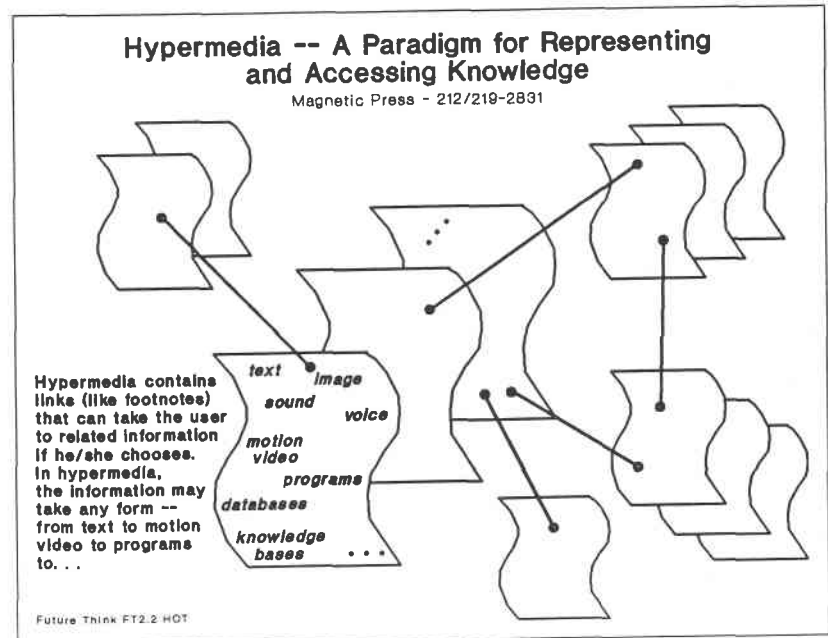
516/654-5398

1. To be reprinted 4/89 with AS/400 new model information.

HOT SPOTS

HYPERMEDIA¹ Interview with Daniel Gross Magnetic Press

Hypermedia, according to Daniel Gross, is "a data organization system wherein one can create a matrix of data objects and interrelate those objects with links. If one allows links to represent meaning, this data organization scheme is the best way to encode real knowledge. There are no constraints or limitations on the form of data. Hypermedia includes full-motion video, still images, documents, text, databases and processes." Daniel sees hypermedia, not as front ends like windowing environments or Apple's Hypercard, but as embedded in operating systems like files. He expects hypermedia — including text, images, motion video, even programs and databases all in their hyper-linked form — to be embedded in object-oriented operating systems. He says "hypermedia is viewed as a future thing because of the hyperhype on the subject, but it is not hard to do. Hypermedia itself is simple, what it lets you create is complex."



For Additional Information Contact:

Magnetic Press Inc.
503 Broadway
New York, NY 10012

212/219-2831 Fax: 212/334-4729

1. **HYPERTOUR 1989**, organized by Magnetic Press, is a unique series of small group meetings with hypermedia pioneers at their places of work. Between March 27 and April 6 the HYPERTOUR group will attend Microsoft's CD-ROM Conference and meet with Rudy Rucker, Autodesk, author of *Mind Tools* and *Software*; members of the NeXT design team; Ted Nelson, Founder, Xanadu Operating Company & Distinguished Fellow, Autodesk; Robert Gregory, Chief Scientist, Xanadu Operating Company; Jerold Kaplan, Founder & CEO, GO Corp. & author of Lotus Agenda; Steve Wozniak, Co-founder and Fellow, Apple Computer; Alan Kaye, Fellow, Apple Computer; Apple hypermedia research laboratory; and Timothy Leary, publisher, Cyberia Journal & director, National Courseware Project. An impressive list indeed. I hear they still have a couple of places. The select group on the **HYPERTOUR** includes folks from the U.S., Europe and Japan and is as interesting as the people with whom they are meeting. If only I had someone else to write *Future Thinker* . . . Magnetic Press is doing a video of the meetings and a report. Oh, boy!

MARKETING FOUNDATIONS

Interview -- Al Killinger

I bet Al Killinger has bought or directly influenced the purchase of more market information (both custom and published) than any other person in the computer industry. You guessed it. Al was Manager, Opportunity Analysis, IBM Entry Systems Division during the heyday rise of IBM's personal computer. I was President of Future Computing. Al was our largest subscriber. During those years Al created a very effective and innovative market information organization. Then there was no blueprint for such an organization — the personal computer industry was being created. Its information needs were much greater and quite different from anything the computer industry had seen before

Al couldn't resist the temptation to try his entrepreneurial wings. He now offers consulting services to computer industry companies who want to improve their advantage through an expanded or more effective market information program. I can't imagine anyone knowing more about this subject than Al. He is preparing a report on recommended approaches, sources, checklists and organizational structure for effective acquisition and utilization of market information in the computer industry

For More Information:

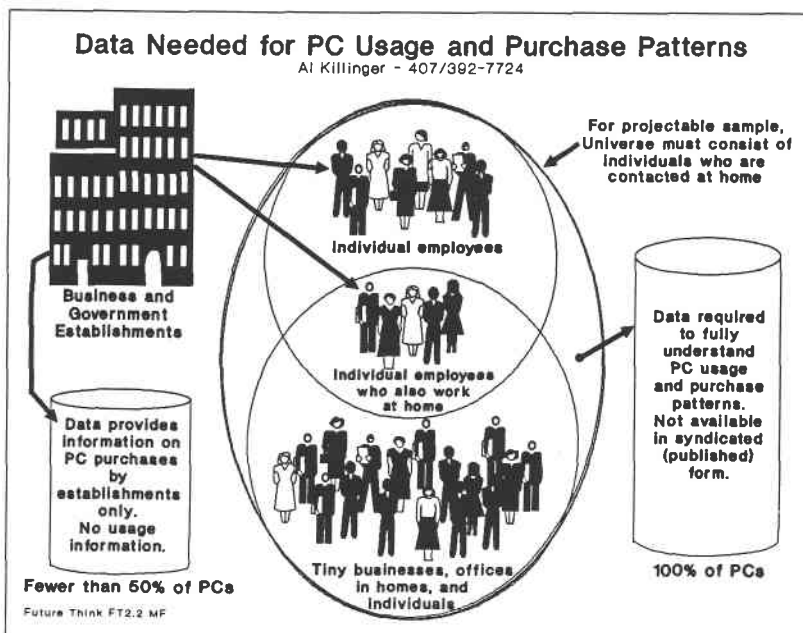
Al Killinger
1398 SW 15th Street
Boca Raton, FL 33486

407/392-7724

I could talk for days to Al Killinger about needs for market information. In fact, I have. We've discussed the "why"s and "how-to"s of market information gathering from both published and proprietary sources for areas as far ranging as computer store sales and inventory tracking to market acceptance testing prior to product introduction to evaluating advertising effectiveness and many others. Fascinating.

What's the Greatest Information Need?

Al's Answer: "For PC manufacturers to know their customers. Today they do not know who their customers are — not even approximately. They do not understand either purchase or usage patterns. There is no syndicated (published) projectable research that looks at all purchasers. Gartner's COMTEC does a good job of looking at establishments, but that's just part of the picture (Gartner says it's about 35%). It would cost about a million dollars per year to gather the other needed information and it appears that there are not enough customers to share that cost. Too bad. The personal computer industry is making a lot of mistakes because of this fundamental lack of knowledge. I believe in this need so strongly that if I could find enough sponsors I would tackle this problem myself. . . ."



Thanks!

138 Participating Market Information Publishing Companies

Our Thanks

Every day a few more market information publishers become positive about Future Think's plan. And so they should. I see our role as being an advocate for excellence in market information publishing. Of the 165 market information publishing companies that we have contacted, 138 have agreed to cooperate with *Future Thinker* reviews. They are:

*New since last issue are
starred (★)*

See *Future Thinker* #1 & #4

See *Future Thinker* #5

✓ Able Communications Milpitas, CA	408/945-1484
✓ Adscope Goldendale, WA	509/773-3701
✓ Advanced Manufacturing Research Cambridge, MA	617/621-1700
✓ AIM Consulting & Publications, Inc. Natick, MA	508/653-1622
✓ Alexander & Associates New York, NY	212/382-3929
✓ Anza Research, Inc. Cupertino, CA	408/996-2022
✓ Architecture Technology Corporation Minneapolis, MN	612/935-2035
✓ Arlen Communications Bethesda, MD	301/656-7940
✓ Artificial Intelligence Research Labs Elkton, WV	914/268-5925
✓ Associated Research Services Dallas, TX	214/644-1733
✓ R. R. Bowker (Abstracting & Indexing Division) New York, NY	212/645-9700
✓ BIS Mackintosh Santa Clara, CA	408/982-8290
✓ Business Communications Co. Inc. Norwalk, CT	203/853-4266
✓ Business Research Group Boston, MA	617/536-0036
✓ Business Technology Research Wellesley Hills, MA	617/237-3111
✓ BusinessWeek Newsletter for Information Executives, The New York, NY	800/445-9786
✓ Broadview Associates Ft Lee, NJ	201/461-7929
✓ C Systems, Ltd. Ridgefield, CT	800/289-2797
✓ CAD/CAM Publishing, Inc. San Diego, CA	619/488-0533
✓ California Technology Stock Letter San Francisco, CA	415/982-0125

	✓ Camarro Research Fairfield, CT	203/255-4100
	✓ Cambridge Report on SUPERCONDUCTIVITY, The Cambridge, MA	617/494-6506
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	✓ Dataquest San Jose, CA	408/437-8000
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	✓ DATEK Information Services Newtonville, MA	617/893-9130
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See also Langley Publications	✓ Diversified Data Resources Falls Church, VA	703/237-0682
See <i>Future Thinker</i> #3	✓ EDI, spread the word! Dallas, TX	214/243-3456
	✓ EDI Strategies Marietta, GA	404/973-4683
	✓ EDventure Holdings, Inc./Release 1.0 New York, NY	212/758-3434

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	✓ Zech Tech International San Mateo, CA	415/578-9520

Noteworthy Consultants

We recommend you contact these unique consulting companies for more information about their services

The following companies do not publish but *Future Thinker* subscribers (usually the market research group in a computer manufacturer or telecom company) have suggested that we tell others about them because their work is excellent and unique. We'll list a few in *Future Thinker* as our space allows and they will be included in the next edition of *Future Think Companies* in a special category. We will be profiling some of these consulting businesses in future *Future Thinker* issues.

- ★ Decision Research Corporation
Lexington, MA 617/861-7580
- ★ Harbor Research
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- ★ International Planning & Research Corporation
Philadelphia, PA 215/923-2911
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- ★ Techvantage, Inc.
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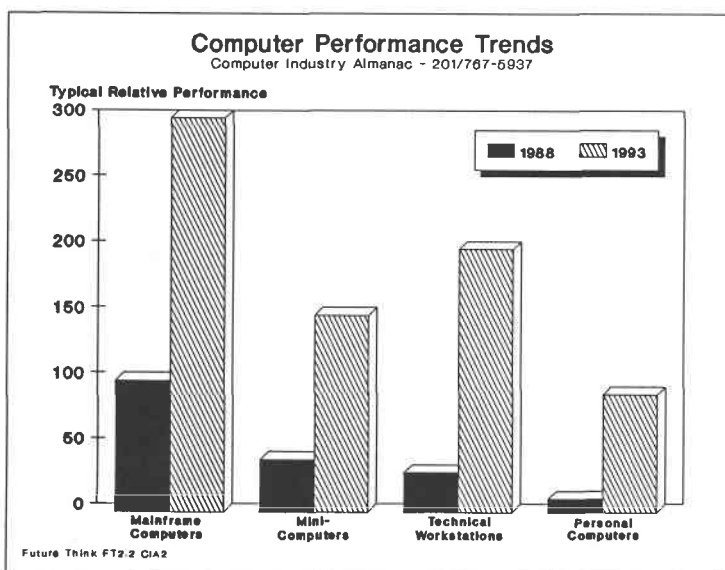
See *Future Thinker* this issue

CORRECTION

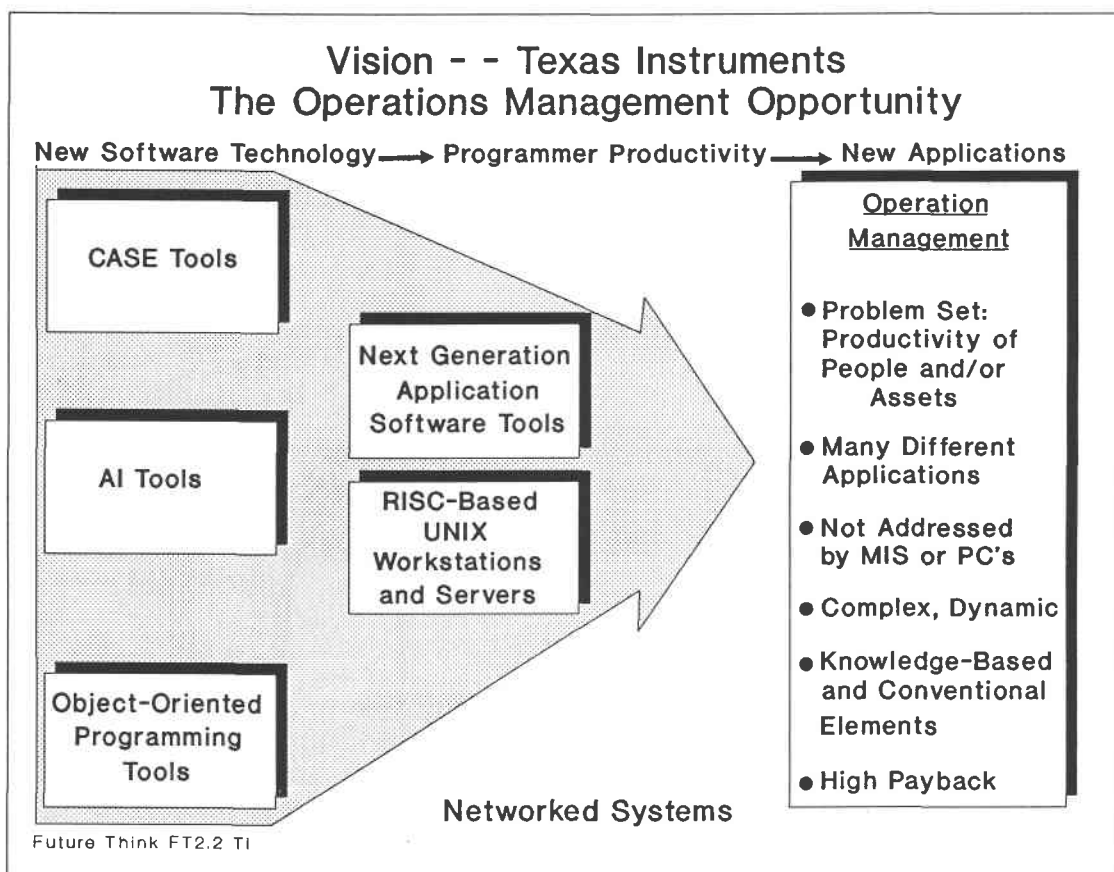
Computer Industry Almanac

The forecast we published in the January 20, 1989 Future Thinker was too aggressive even for Egil Juliussen, author of this chart in Computer Industry Almanac 1989. We mistakenly showed the forecast year 1989 instead of 1993. Sorry, some of our readers were just a little too excited so we decided to print this correction

We highly recommend Computer Industry Almanac to computer/telecom industry folks from researchers, to marketers, to secretaries. See review on page 11 this Future Thinker



A Gift of Vision¹ -- TI



TI has targeted a significant market (application area) that has been, for the most part, unserved and even unidentified — and it appears to be quite large. It's that front-end operations area found in so many businesses where resources like airline gates (see TI's installation at United) must be scheduled in real-time. TI envisions people and computers as a team in the operations command center. TI is uniquely positioned to pioneer this area because of its leadership in AI and CASE technology and its aggressive stance in UNIX systems.

1. This section of *Future Thinker* contains important ideas about the future from the industry's leading companies. Sometimes the drawings are based completely on material from the company whose vision is portrayed. More frequently the drawings and comments are my view of the company's vision. The company may not even agree with it. Occasionally I will slip in an idea about the future not related to a particular company. These drawings and comments are *Future Thinker's* small gift to market information publishers. Industry analysts may use them in any way they like with no credit or reference to *Future Thinker* required. They may use as is, modify, change, extract, trash or whatever. We will supply original art for use in publications. No charge. It's a small gift. Portia

A FEW WORDS

(Continued from Page 2)

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We are happy to discuss with anyone our ethics in using material from the firms whose information we review. Those who know us well and understand how we are conducting our business know that we have not and will not misuse any of the information provided us. And, in fact, most participating market information publishers understand that our goal is to expand their business and we have lots of specific examples where we have succeeded. Our ethics in the use of information are far more exacting than copyright rules

We have some really terrific stories underway, especially profiles. Soon you'll see BIS (CAP International, Mackintosh, and ...) and Technology Futures and others. I wish there were more hours in the day . . .

Or maybe I'll land that perfect partner soon . . .

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If material from a market information publisher that has not been previously published by Future Think is used in any way by us, we always obtain permission for its use.

Mostly we've been cheered . . .

Most market information publishers (many of which attended **Future Think Live**) really liked the way we presented them. There were two cases of questions raised (not quite objections) by individuals who had not attended. In both cases we had obtained permission from their firm but the questioning person had not been informed.

And Coming Attractions

We have run a bit behind this past month. And after that 60 page January issue we just didn't make February. This issue dated March 15 is **Future Thinker** Volume 2, Number 2.. Subscribers need not be concerned — they will always receive 12 issues for their subscription. However, our plan is to do an extra issue this fall devoted to the many sources of information on a particular subject. The subject may be personal computers since there is more published on that subject than any other. But we haven't quite decided yet.

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The directory will not be given or sold to market information publishers as its purpose is to help computer/telecom industry vendors and users locate analysts/consultants who can assist them, not encourage raiding of one market information publisher's employees by another. We will make every attempt to sell the directory only to buyers of business information

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We have a form if you prefer

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- ✓ telephone number,
- ✓ fax number,
- ✓ subject area(s) of expertise (1-5) with most important first, and
- ✓ client/subscriber types (1-3) with most important first
- ✓ the title of a recent market information product that he/she worked on (eg. report, service, multiclient study, database, seminar, conference, newsletter, book, magazine column, etc.)

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