

Delapenha House
Poughkeepsie, N. Y.

November 3, 1960

TO: Mr. R. L. Palmer

SUBJECT: Corporate Strategy for Post-Stretch Area

REF: My Report of the Ad-hoc ITL Meeting on
Super-Stretch, Dated October 31, 1960

As noted in the above report, there are indications that we are about to pull in our horns in the area beyond Stretch, except for Research effort on Super-Stretch and Project Lightning. The reasons are understandable enough, but it is a hazardous trend. We are ahead of competition, and this fact is stirring our competition to try to move ahead of us. There is no better way for us to help them than to sit tight for a couple of years.

According to N. Rochester, the AEC may insist on cryogenics for any Super-Stretch effort. Likewise any IBM participation in Project Lightning depends on success in cryogenics. It seems sound, therefore, for Research to concentrate on cryogenics and to tackle both the technological and machine organizational problems implied thereby.

It would be unwise, however, to rely on a cryogenic Super-Stretch project with its major unknowns to protect us in the large machine area for the next several years. I believe there is going to be a need for a computer in the 2 to 10 times Stretch area, if only because we already know pretty much how to build such a machine without relying on major breakthroughs. One way to do this would be to upgrade Stretch piece by piece, maintaining full programming compatibility, but at the expense of foregoing improvements in machine organization.

))) They will
insist on
speed
& capability
not specific
hardware
H.B.K.

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I think the product divisions should start or continue effort during 1961 on

planning a Stretch successor,
Esaki diode - transistor circuits and packaging,
1/2 usec, 16 000 word memory,
higher-speed disk files or equivalent,
and application studies in the large machine area.

W. Buchholz
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WB:gs

cc: Dr. C. R. De Carlo w. encl.
Mr. S. W. Dunwell
Dr. E. R. Piore
Mr. N. Rochester
Mr. L. D. Stevens