
HOTSPOTS I:

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I think you guys are a bunch of optimists, so I thought about maybe taking the complete other approach on this. What are the five major problems in the last five years, since this is 2008 – I like that line – that we still haven't solved, that we've worked on for the last five years?

If you want a future in technology, I'd suggest the following things. I think we've got to figure out some way to actually deal with the whole concept of software IT and what it means. And what is open versus controlled versus regulated versus proprietary, and how is that going to work. Because so far what has happened is the courts have made it so complicated to actually be able to release new technology that the liability of doing it has continued to increase while the actual capital gains of being able to create it has diminished.

That, I think, is an actual probability rather than a possibility over the next five years, based on our view right now of how some of these things are actually going. The #1 issue for this team to go think about would be that one.

The second one that we want to do better in the next five years than in the last five years is deal with the fundamental principle that – I think software guys forgot that Moore's Law actually exists. We've been able to make transistors cheaper, but if you take a look at the cost of creating software and the cost of creating these ideas, it's actually not moved much. We've moved it to lower capital markets, and maybe we've been able to reduce the infrastructure costs a little bit, but fundamentally there hasn't been the kind of automation software design tools and the level of sophistication to build these more and more complex systems, one of which Ray [Ozzie] was talking about up here.

There are no real tools to go do that at the level that there has been to work on hardware. The net result is, I believe, that software paradigm is going to continue to lag. After we get done with the legal court and the legal battles on this on a worldwide basis, I'd like us to really be thinking through what the world would look like and how we should be trying to create a world environment that that software – the overall software code base – could be created at the same level of sophistication and speed and level of quality that can be done in hardware.

If we get those two things solved, then my third one would be to try to figure out one more time how to go back to the end user and talk about what would be the fundamental issue that you face in trying to have a life as well as having a job or having a family. I believe the integration of those hasn't really started.

When wireless is an example of trying to go from one side to the other, and just move from your Starbucks to your car to your home – and that may be three different building systems, it may be multiple levels of complexity, it will certainly be three levels of connectivity. And yet to try to have those environments really seamless, to have it where the world that you live in is one whole state of software and of an environment that moves between your work life, your home life, and

you can separate them electronically – I'm not talking about personally, but separating them electronically.

Those three issues to me are the three greatest places that in the last five years we haven't done, and in the next five years we have to go solve.