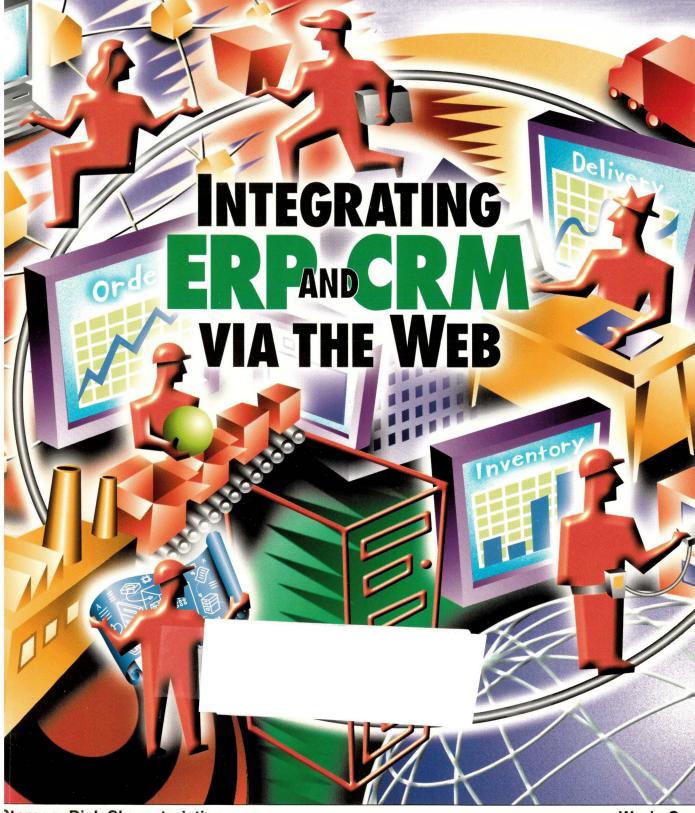
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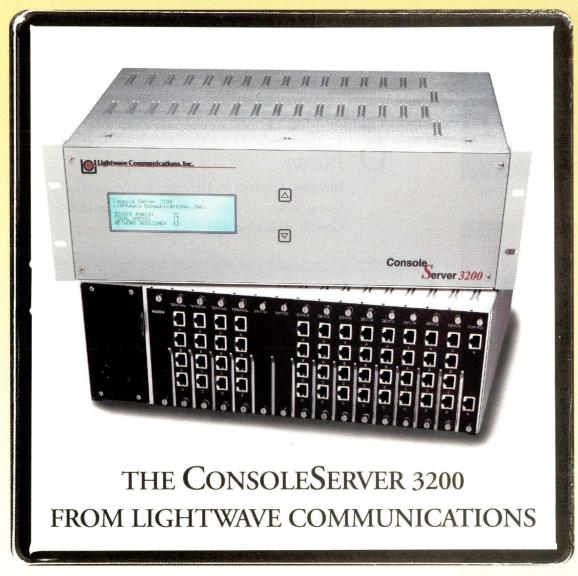








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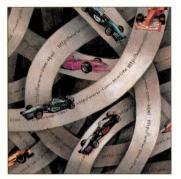
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## Server/Workstation

The leading publication for server-based computing solutions



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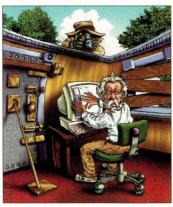
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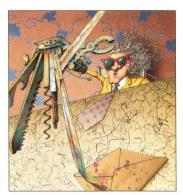
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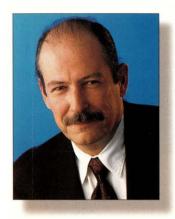
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## **EDITORIAL**

dpryor@cpg.com



## Reinventing the Wheel

live in infamy: "Everything that can be invented has been invented." So said Charles H. Duell, Commissioner of the U.S. Office of Patents, in 1899. He obviously

was not a dot commer. The new turks seem to believe nothing has been invented until it has a domain name. The truth is surely somewhere inside these extremes. For evidence, turn to this month's cover story, "Integrating ERP and CRM via the Web," by George Lawton. None of the practices George talks about are new, however, the implementations have changed to reflect the wired nature of today's businesses.

Enterprises have been tracking the flow of goods throughout the company from raw materials to inventory levels from time immemorial. If archeologists search long enough, I'm sure they'll find cave drawings of prehistoric supply chain theories. So what's new? It's not what is being done. It's how it's being done. Over the last decade or so, enterprise resource planning systems have simply automated the process. When these kinds of capabilities are integrated into the Web, it makes the whole production and delivery process transparent. George says, "It simplifies the process of finding out what is holding up deliveries, and when coupled with knowledge management systems can be used to determine overall bottlenecks to the process of delivering goods and hence getting paid for them. When these kinds of applications are made available on the Internet, it enables customers to answer those nagging questions on their own, without burdening internal employees." ERP streamlines and codifies business process. It's the automation that's new. It's the transparency to management that's new.

Of course, the next logical step is to make that business process transparent to suppliers and customers. In walks CRM. "The most straightforward model of integration between ERP, customer service and Web elements is simply the extension of an existing business into cyberspace," says George. "Ideally, you want to provide a single space where customers can shop and gain information from back-end systems about recent purchases and their status." To find out how many companies are reinventing themselves, take a look at George's story on Page 46. Just remember, the wheel's patent may have expired.

Doug Payor

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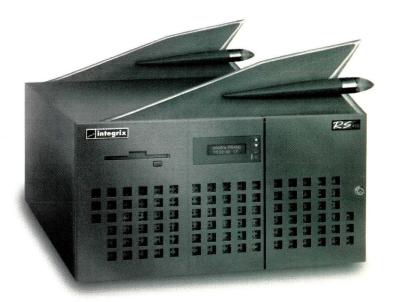
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### Server/Workstation NEWS

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#### **Capacity on Demand**

Borrowing an idea from the mainframe world, Sun Microsystems Inc. and Hewlett-Packard Co., both based in Palo Alto, CA, have begun offering their UNIX customers the ability to order servers with dormant CPUs and activate them later when the extra processors are needed. The idea is to allow customers to add processing power almost instantaneously in response to unexpected surges in usage.

Sun Capacity on Demand (COD) customers can purchase fully configured

Sun Enterprise 10000 (Starfire) servers with some of the processors turned off. The customer initially only pays for the number of active CPUs shipped with the system, but can opt to pay to "turn on" the extra processors at a later date if they are needed. Likewise, purchasers of HP's L-Class, N-Class and V-Class servers who subscribe to the company's Instant Capacity on Demand service, or iCOD, can purchase fully loaded servers but pay for the processors incrementally when they decide to use them.

HP began offering the option in February, while the Sun service has been available since November. Sun's program applies only to customers of the highend 64-way Enterprise 10000 servers. However, Jamie Ens, group manager for the Sun Data Center and High-Performance Computing Products Group, says a management mandate has been given to eventually expand the program to the rest of Sun's Enterprise server line.

Les Wilson, worldwide missioncritical server solutions manager for HP, says he expects the iCOD offering to be most popular with the midrange N-Class servers and predicts that between 15% to 30% of all N-Class servers will ship with the option once the program gets underway.

Although Armonk, NY-based IBM Corp. has offered Capacity Upgrades on Demand for its S/390 mainframe servers since January 1999, this is the first time such a program has been available for UNIX servers. Both HP and Sun say they're offering the option to meet the needs of Internet-focused customers who often need to upgrade hardware

Sun and HP hope to turn customers on to their UNIX servers—Sun's Starfire (left) and HP's L-Class (above), N-Class and V-Class servers—by offering affordable capacity on demand programs.

within hours, or even minutes.

"What makes this so important now is the unpredictable nature of [Web site] demand," explains Ens. "In the past, people had a pretty good idea of what their workload was and could plan accordingly. Now, in the world of the Internet, you have a much more difficult time trying to figure out what will happen when you put up a new page or new service on your Web site. Will you get a thousand hits or a million? There's no way to predict."

Tony Iams, analyst with D.H. Brown & Associates Inc., Port Chester, NY, agrees that Internet demands have made

it more important for companies to be able to upgrade their systems quickly. "If you're doing e-commerce, this is an effective way to ensure you can handle these peak loads. As e-commerce becomes more and more prevalent, I believe that this is going to be a fairly basic requirement," Iams says.

Neither program is free. Both Sun and HP customers pay a premium for the service. Sun customers must purchase a Starfire server with at least 20 CPUs installed and enabled. Additional CPUs can be added to the system under the COD plan at a price of \$50,000 per four-way board and \$27,500 per CPU

when enabled. Ens says that for a customer to purchase a board with four processors the traditional way—by simply ordering it and waiting for delivery—the price tag is about \$152,000. A COD customer, on the other hand, will pay \$160,000 for the same board by the time all four processors are finally activated.

Sun does make one exception to the 20-CPU minimum, Ens says. Under the COD plan, a customer

can purchase a 20-CPU Starfire with only eight CPUs enabled for \$390,500. But the price for enabling the CPUs in that configuration is considerably higher: \$66,500 per CPU. For comparison, a 20-way Starfire with all 20 CPUs enabled would cost approximately \$1.05 million. According to Ens, the special configuration was made available for customers "who really need a Starfire system for its mainframe-class reliability and manageability features, but for whom the entry price [of a fully configured 20-way system] is prohibitive."

In contrast to Sun, HP doesn't charge extra for COD processors. Instead, HP

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#### News

customers pay a monthly fee of approximately \$150 per COD-ready processor. When a customer is ready to purchase the CPU, however, they pay only what the going rate for the CPU is at the time of activation. "Since prices tend to go down, it offers some price protection to the customer," HP's Wilson says.

Capacity

programs

make it

on demand

harder for a

customer to

switch to a

competing

platform.

Because both vendors typically introduce new and upgraded processors on a regular basis, Iams says the capacity on demand programs could become a burden to Sun and HP whenever they debut new technology. "If a new processor comes out, it's going to be a bit of a challenge for the vendor to deliver because new processors are initially at a premium, and at the same time, the yield is still

a little low. But they'll still have to ship the processors off to all these [capacity on demand] customers who aren't really paying for them," Iams says.

However, that may be a small price for Sun and HP to pay to retain its customer base. Capacity on demand programs make it harder for a customer to switch to a competing platform, says Tom Henkel, research director at Gartner Group Inc., Stamford, CT. "It reduces the likelihood that the customer will entertain alternate proposals. There is an installed base protection to this that will ultimately benefit Sun and HP."

While Henkel says both programs are definitely a step in the right direction, he believes they would be more valuable if they included on-demand upgrades for other aspects of the system such as storage, and not just CPUs.

"In their current state, both focus solely on CPU expansion. They don't put much emphasis on maintaining a balance in the system, nor do they provide you with any good tools to help maintain the balance of a system moving forward. Good performance on a system really is a combination of things, CPU performance coupled with the appropriate amount of memory, coupled with the appropriate disk capacity and I/O bandwidth. These programs create an environment where a customer can arbitrarily add CPUs to the system, which

may not always deliver the desired performance improvement," Henkel explains.

Sun does offer a separate Storage Capacity Lease program in which customers can lease fully configured Sun StorEdge arrays but opt to use, and pay for, just one-third of the capacity for

the first year. HP has also said it plans to eventually expand its iCOD program to include other server components such as memory and I/O, as well as storage subsystems and HP's Hyper-Plex server clusters.

Down the road, Henkel sees the possibility of vendors offering temporary upgrades to server capacity; a sort of rental approach to CPU upgrades. "Right now,

you can turn a CPU on, but not off. The potential exists here that you could have some capacity to add CPUs for a brief moment in time, such as during a spike in demand on a Web server or during the monthly [accounting] book closings. It could create new options for customers in purchasing capacity."—sjh

Sun Server: Going Once, Going Twice...

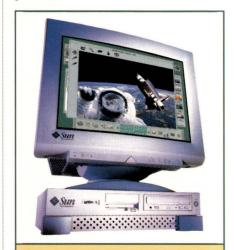
Looking for a deal on a Sun Microsystems Inc. server or workstation? You might want to check out the online auction site run by San Jose, CA-based eBay Inc. In December, Sun, Palo Alto, CA, began a pilot program to sell new servers, workstations and storage products on eBay (http://www.ebay.com), a consumer-oriented auction site that deals in everything from antique furniture to Pokémon trading cards.

During an initial test period, from mid-December through the end of January, Sun put up 500 Ultra 5 workstations, 100 E250 servers and an unspecified number of StorEdge storage products. Sun may expand its sales to other, unspecified online auction sites, depending on the success it has on eBay, says Sun Public Relations Director Doug van Aman. "It's a kind of rolling strategy that we're evaluating as we go along."

eBay, a Sun customer, carries on its Web site items ranging from jewelry and collectibles to used cars. It also offers a host of computer gear, including servers and mainframes. But most are sold used or offered by resellers. For a UNIX manufacturer to sell new equipment via eBay is something new.

John Butler, president of AnySystem. com, a Glen Rock, NJ-based leasing company that deals in Sun equipment, says he was surprised to see Sun selling brand-new servers and workstations on the auction site. "eBay isn't really a business-to-business site. It's more like a yard sale," says Butler, who sells used Sun equipment via eBay. "It seems odd for a company that has a premier distribution channel to turn around and do this."

Why is Sun auctioning off its workstations and servers on a site that is largely known for consumer-oriented products?



As part of a pilot program, Sun put 500 Ultra 5 workstations (above), 100 E250 servers and several StorEdge storage products up for auction via eBay in December and January.

According to van Aman, Sun wants to target a more entry-level type of buyer than it has in the past. "One of the things we think the auction community provides is an opportunity to reach folks we might not otherwise reach and bring them into the Sun family a little faster than we otherwise might," he says. These prospective customers are likely to have the technical savvy to configure a UNIX workstation or server, says van Aman, but may consider Sun systems to

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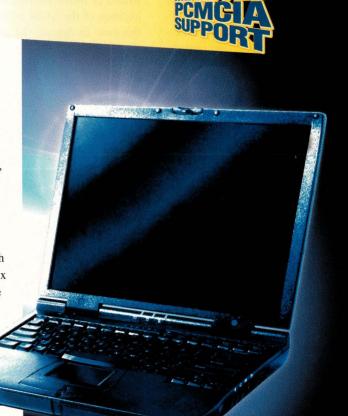
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That's not always the type of buyer Sun's attracting on eBay, however. iTransact.com, an e-commerce payment processing and authorization firm based in Salt Lake City, UT, has purchased Sun servers and other equipment from Sun resellers, but recently bought two Ultra 5 workstations-and also bid on a server-on eBay because the potential price savings are so attractive. "The cost savings is the primary reason [for bidding on Sun equipment]," says iTransact Chief Technical Officer Matthew Jones. "We have quite a bit of experience in Solaris hardware, so we can save a bundle by purchasing from Sun at auction."

For example, a new Sun Ultra 5, 360-MHz UltraSPARC-IIi processor with a 19-inch flat-screen color monitor and Solaris 7 preinstalled sold for prices ranging from \$2,275 to \$2,375, although it lists for \$2,600. An Enterprise 250 workgroup server, meanwhile, that lists for roughly \$27,000 went for \$20,000. The only services bundled with the Sun products are standard warranties-a one-year warranty for workstations and three-year warranty for E250 servers. However, in the future Sun may consider including more extensive services with the products, van Aman says.

The decision to auction products via eBay could upset Sun's resellers, who might perceive the move as an attempt by Sun to undercut the channel. Bev LeBoeuf, director of marketing for Rave Computer Association Inc., a Sun reseller based in Sterling Heights, MI, says Sun needs to be careful about offering its products for far below list prices. "If they go dropping prices on eBay to the point where they're taking the new products and raffling them off, that will hurt them," says LeBoeuf, adding that such a practice would send a confusing message to resellers who might, in turn, have to reevaluate their price policies.

However, she doesn't believe any of Rave's customers are likely to turn to eBay for major IT purchases. "I know that some of our customers have considered buying online, but rarely have they considered buying from an auction site—especially if they want a new system.

Refurbished, maybe. But when they're buying a new system, they want to be catered to. They want the bells and whistles," says LeBouef. "Auctions cannot take the place of the service provided by a value-added systems integrator."—sjh

#### Linux Community Targets IA-64

In an effort aimed at keeping Linux on par with commercial UNIX platforms, a group of computer industry vendors are developing a Linux port for Santa Clara, CA-based Intel Corp.'s forthcoming IA-64 architecture.

The Trillian Project, made up of nine Linux and UNIX vendors, as well as Intel, has been working since last April to deliver a finished port in time for the release of Intel's Itanium chip, the first iteration of the IA-64 architecture, later this year. In August, the group demon-

and Intel-plus four Linux distribution vendors, which joined the project in December. Those new members are Red Hat, SuSE Inc., Oakland, CA, Turbo-Linux Inc., Brisbane, CA, and Caldera Systems Inc., Orem, UT.

The group's ultimate aim is to have a production release of the Linux port ready for the launch of the Itanium chip later this year. "The goal of the project is to achieve a technology that is clean enough and neutral enough that anybody can use it in the great Linux tradition," says Mike Tiemann, founder of Cygnus Solutions and newly appointed chief technical officer of Red Hat.

Ports of Linux already exist for 64-bit RISC architectures, including Palo Alto, CA-based Sun Microsystems Inc.'s UltraSPARC and Houston, TX-based Compaq Computer Corp.'s Alpha chip. A 64-bit Linux will be most useful for organizations engaged in technical computing with Linux, or those with very



ANE MARINSK

strated its kernel booting on an Itanium simulator at the LinuxWorld trade show in San Jose, CA, and in February, it released its first development port at the LinuxWorld trade show in New York, NY. The port is available at http://www.kernel.org/pub/linux/kernel/parts/ia64.

The group comprises six original members—Cygnus Solutions Inc., Sunnyvale, CA (recently acquired by Red Hat Inc., Durham, NC), Hewlett-Packard Co., Palo Alto, CA, IBM Corp., Armonk, NY, SGI, Mountain View, CA, VA Linux Systems Inc., Sunnyvale, CA,

large databases that require a lot of memory. While 32-bit computers address 4 GB of main memory, 64-bit architectures can address 18 million GB of memory, vastly improving performance in applications that require huge amounts of memory.

"One of the biggest, if not *the* biggest, 64-bit payoffs is large memory databases, or in-memory databases. The idea is that if you stick the database in memory, it's a lot quicker than having it on disk. You can grow these in-memory databases much bigger than just two gigabytes," says Greg Weiss, analyst at

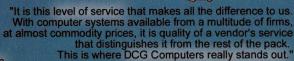
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Besides large memory, the port will support a variety of other enterprise features, such as symmetric multiprocessing, or SMP (to enable multiple processors to share memory), clustering and large file systems.

A port for the IA-64 architecture benefits both the Linux community and Intel, says Weiss. "The Linux group wants to show that they can grow into increasingly scalable hardware platforms and 64-bit capabilities like all the RISC UNIXes, while the Intel crowd wants to appeal to technology-savvy developers and e-commerce sites, which have adopted a lot of Linux technology," he says.

One obstacle that Weiss feels could impede the rapid adoption of Linux for the IA-64 architecture is a lack of high-availability (HA) Linux solutions to support the increased capacities of the 64-bit chip. "Often, these types of [64-bit applications] are so critical that companies want high-availability solutions that protect not just against OS failures, but also against hardware and application failure. Those [HA solutions] are only in the early stages on Linux," he says.

But Red Hat's Tiemann believes the fast pace at which Linux has risen to commercial prominence will also produce HA solutions to meet new customer needs. "In Boston, they say, 'If you don't like the weather, wait 15 minutes,'" Tiemann says. "With Linux, it's, 'If you don't see the solution you want, check back in three months.' There are developers around the world working on every interesting problem."

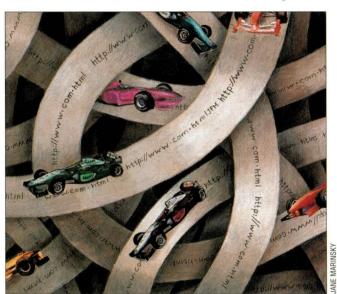
Bill Claybrook, research director for Linux at Aberdeen Group Inc., a market research firm in Boston, MA, says the Linux industry will need to produce a wider range of high-end applications than currently exists on Linux in order to take full advantage of a 64-bit Intel Linux port. "No one has found a killer app for 64-bit [architectures], except for some of the database applications that require large chunks of memory," Claybrook says. "Outside of data warehousing and technical computing, there are not a lot of applications [that can

use a 64-bit Linux port]. But that will change. At the rate at which people are taking to Linux, who knows what will be available in six months."—*sjh* 

#### Web Growth Shakes Network Core

Cisco Systems has been on a bit of an acquisition binge recently, its latest acquisition being that of the optical systems business of Italian firm Pirelli S.p.A.

In December, Cisco Systems Inc., San Jose, CA, announced it would be the latest attendee to join the fiber-optic party. The company unveiled its plan to dole out \$2.15 billion for the Pirelli business. "Cisco had a gaping hole in its product line and the Pirelli acquisition fills it," says Andrew McCormick, senior analyst with Aberdeen Group Inc., a Boston, MA-based market research firm.



Pirelli sells Dense Wave Division Multiplexing (DWDM) equipment that helps carriers boost bandwidth to 10 Gb/s over fiber-optic lines. Such technology has become strategic because corporations are chewing up Internet bandwidth so quickly that carriers see network usage double every three to six months. The rapid rise has created dramatic transmission increases in carrier and Internet service provider (ISP) core networks, which are the areas where data is collected and shipped over high-speed, long distance lines. Traditional multi-

plexing technology does not have sufficient power to meet these new demands, so increasingly, carriers are turning to fiber-optic technology like DWDM.

How much success Cisco—which says it can't comment on the acquisition until it is completed—will have in this market is unclear. Traditionally, the company's strength has come from its enterprise data network equipment. However, corporations have been increasingly offloading network functions to carriers during the past few years, and as a result, Cisco has been focusing more on the carrier market.

To be a top player in that market, according to analysts, a company must offer core network equipment. "Carriers tend to build their networks from the core out, so a decision to go with one vendor's core system can lead to sales of hundreds or even thousands of add-on devices," says Michael Arellano, analyst with Degas Communications Group

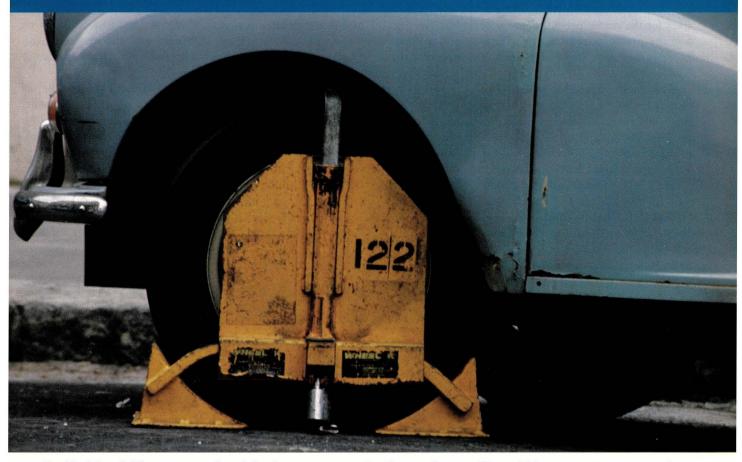
Inc., a New York, NY-based telecommunications market research firm.

With essentially an empty core network product portfolio, Cisco has been on an acquisition spree, buying three start-ups since last summer. In August, Cisco paid \$7 billion for Cerent Corp., a Petaluma, CA-based maker of equipment that consolidates differ-

ent types of information to be sent over fiber-optic lines, and \$450 million for Monterey Networks Inc., a Richardson, TX-based company that has developed a technique to squeeze more data onto fiber-optic lines. In December, Cisco spent \$126 million for PipeLinks Inc., also in San Jose, CA, which makes routers that connect the Public Switched Network (PSN) to the Internet.

Along with Pirelli, these acquisitions provide Cisco with the components needed to deliver a complete end-to-end fiber system. "Cisco thinks its

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Circle No. 7

future battles will be with Lucent [Technologies] and Nortel [Networks Inc.] for the carrier networks, and now has the products that interest these companies," says Aberdeen Group's McCormick.

The Pirelli acquisition offers other benefits, too. "Cisco has not had as much of a presence in Europe as it has in the U.S., so the company will get a boost in name recognition because Pirelli is well-regarded there," McCormick says.

For Pirelli, the deal enables the company to focus more on select niches. "Pirelli wasn't having much success in the network equipment space and now will be able to focus on its components and undersea fiber-optics businesses,"

says McCormick. As part of the agreement, Cisco plans to invest \$100 million for research and development in optical components and cable transmission systems.

To what extent the companies will benefit from the multitiered agreement, only time will tell. Though Cisco now has the products to make inroads into the telecommunications core network space, success isn't guaranteed. "Lucent and Nortel have been selling to carriers for years, understand what they desire and have sales and distribution groups to cater to them. Cisco has little experience there," says Degas Communications' Arellano.

Aware of its limitations, Cisco has

been making changes to its corporate structure. The company has already established a division to focus solely on carrier system sales, and has been building a sales and service team specifically for that group.

Another challenge is the need to pull all of the pieces it has acquired together into a cohesive product set. "Carrier core networks rely on the most complicated networking technologies, so integrating four different product lines will not be easy," says Aberdeen Group's McCormick. "In the past, Cisco has been able to successfully integrate its acquisitions, but now faces its most difficult challenge."—paul korzeniowski, freelance writer

#### **Support for Open-Source Programmers**

pen-source software developers may want to take advantage of a suite of free services available at SourceForge (http://sourceforge.net), a new Web site sponsored by VA Linux Systems Inc., a Sunnyvale, CA-based maker of Linux-based servers and workstations. SourceForge contains an assortment of developer freebies, including file storage space, source code management software, chat, email, mailing lists, message forums, task management software, bug tracking and backup services for open-source projects.

Much like an application service provider (ASP) offers online access to software, SourceForge serves up development tools and applications to registered users via X Window and a ssh (secure shell) account.

According to Chris DiBona, VA Systems' Linux evangelist, the SourceForge site is available to anyone with an open-source project who is willing to offer the finished product under one

of the software licenses approved by the Open Source Initiative (OSI), a nonprofit organization that is dedicated to managing and promoting the open-source definition for the good of the community—specifically through the OSI Certified Open Software certification program. "Anything that anyone wants to write that's open source goes up there. It's mostly for the Linux [operating systems], but we're not political about it," says DiBona. "If it's targeting Windows or BeOS or the Mac, we don't mind."

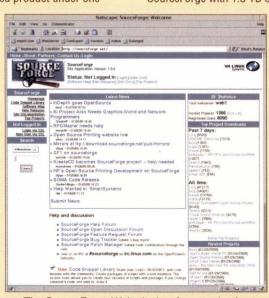
Offered at no cost to developers, the site has so far attracted more than 1,150 projects, most of which came to the site via word of mouth, DiBona says. Projects include a Java text editor, a window manager for X Window, a Linux kernel for computer devices with less than 3 MB of RAM, a virtual model of the solar system and a program to automate the task of submitting URLs to Internet search engines.

Jim Phillips, a Sugarhill, GA-based developer who is leading the gnuTaxes project to create an eXtensible Markup Language (XML)-based tax preparation application, came to SourceForge after hearing about it on a Linux forum. "I knew I'd need a place to host my site and mailing lists, and a place to store the [source code management] database. But I didn't know much about how to set those up. I think now that we have services like SourceForge, the concept of starting an open-source project will seem much less daunting and we'll see more people willing to try it," Phillips says.

To handle the demands placed on the site by the 1,150-plus projects and 6,500 registered users, VA Linux has equipped SourceForge with 1.3 TB of disk space and 11 servers. One of

the chief benefits to VA Linux, says DiBona, is an opportunity to test the company's hardware products in a high-transaction environment. "As a leading Linux-on-hardware provider, we need to know the issues that our customers go through every day. The more we learn about large-scale installations [like SourceForge], the better," says DiBona. "This is almost a lab environment for us. And the recognition we get is great for the company."

SourceForge isn't the only site to offer free software and services to open-source developers, however. Another site, Xnot (http://www.xnot.com), also offers free Web space, source code management software, FTP file storage, bug tracking and other services to open-source developers.—sih



The SourceForge Web site is a free service for developers of open-source software projects.



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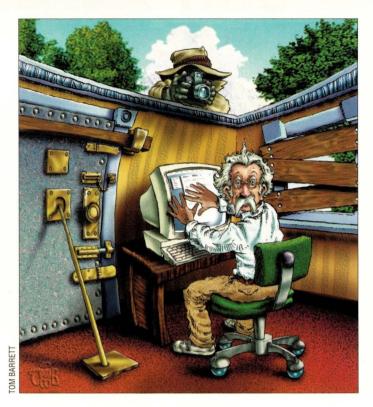
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18GDA

by Michael O'Brien



"Don't tell anybody!...
Pass it on."

— A future head of corporate security

"Why not tell me your secret? With two of us to keep it, it'll be twice as secret."

— A gentleman of the Fourth Estate

"You're known by your enemies. Make good ones." – "Hercules and the Amazon Women"

## Mr. P.'s Unnerving Sense of Security

Everyone's all hot on privacy.
Encryption is the new sacrament.
There is no God but Phil Zimmerman,
and Bruce Schneier is his prophet. Or
maybe it's the other way around. Anyway,
would you please tell me why I should bother about any of this? Aside from my credit
card numbers, why should I even care?

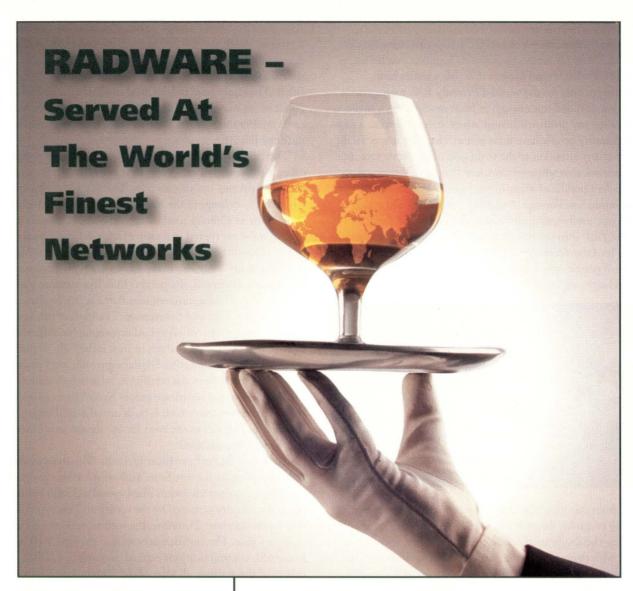
Here's an amazing answer: maybe you shouldn't.

There are two basic rules to security considerations of any sort, computerized or otherwise: 1) The effort put into security should be consonant with what you're trying to protect, and 2) a steel front door does no good if the back wall of the house is missing. Or, putting it another way, security should be appropriately scaled, and it should be applied evenly. Sort of like a good coat of paint.

There is nothing inherently good about security. It is a negative concept: it exists, in its entirety, for purposes of prevention. In a perfect world, the entire apparatus could go away and it would be unmourned. Security people are peculiar and are best avoided whenever possible. They are suspicious and nastyminded. On days when you're scheduled to deal with a security person, the best thing to do is to call in sick. The best face you can possibly put on a security briefing is that it fills in that time before lunch that you would otherwise have spent clipping your toenails. And while security manuals are ubiquitous, free and generally mandatory, no one ever gives you a manual on how to deal with security people so that you come out ahead, mostly because the pinheads in management would assign the task of writing such a thing to the experts: the security people, who after all, are there to help you. Right. They're there to keep the corporate secrets secure and your welfare is definitely a secondary consideration, one which would be on the same level of urgency as replacing the company parking sticker on your car, except these are the people responsible for that whole debacle in the first place,

and typically, parking decals rank in importance several levels above food and water.

What they don't tell you is that security departments are, in fact, staffed by very nice people who operate by a set of rules laid down by raving maniacs known as "security experts," whose world view is only slightly more thoroughly skewed than that of your average serial killer. And in every corporation there is someone with a title like "Assistant to the Vice President of Human Resources," or "Deputy Ombudsman," or even "Corporate Intellectual Property Liaison," whose chief duty in life-one which is never, ever written down as a formal policy or job description-is to keep the security department firmly in check and repair the damage that it continually does. Only in this way does the corporation keep functioning. Management sees him as a necessary evil, employees see him as a running-dog lackey and the security department would see him as a Communist if it weren't so clear that





















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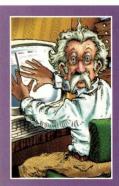
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he's the Antichrist. His pay is unspectacular and everyone dislikes him. The only reason he stays on the job is that his internal vision of what would happen if he left terrifies him.

Security people see the world differently. Risk management is their life. It is difficult enough in most modern work environments to see any positive outcome whatsoever aside from a paycheck. Security people have it far worse. Their job is specifically not to pay any attention to the main goal of the workplace, but to pay attention to whatever threatens that goal. We see someone slip on a puddle of water in the hallway and we concentrate on the immediate damage. A security-minded person makes a note to put another song and dance, with graphics, about "slips, trips and falls" into the next annual security briefing, and goes back to read the *Morbidity and Mortality Report* to see what percentage of people who slip on the way to the water fountain do not survive the experience.



The certificates built into the first Web browsers to use SSL communications expired on January 1, 2000, so all sorts of old Web browsers have suddenly started popping up warnings about expired certificates.

It is from this mentality that information security springs. It is the job of banks, for example, to make certain they, and only they, have the ability to wire hundreds of millions of dollars on deposit with them to and from various other institutions. Historically, this has been done very simply: bank employees pick up the telephone and use verbal passwords for authentication.

The Internet needs a bit more. But what? Mr. Protocol is cautiously glad you asked.

The only people who bother with information security considerations are those who believe they would suffer if others gained access to information that they hold without their permission. This theory provides a rich area of exploitation for the paranoid. It's also common sense for everybody, to some degree. The most obvious example of this is the credit card. Security at the time of use is basically nonexistent, therefore, the only security available is to deny knowledge of the credit card number. We keep them secret. We only keep them moderately secret, instead of lock-the-card-in-a-bank-vault secret, because in order to make the whole thing work, legislation had to be passed limiting people's liability in cases of forged charges. Otherwise, no one would dare use the things. The credit industry as a whole eats the differential in fraudulent charges, then turns around and collects interest on the unpaid balances to offset the losses and make a thundering profit.

However, we still keep the numbers moderately secret. This means that we don't send credit card numbers in email, at least, most of us are sufficiently paranoid not to. Electronic commerce on the Web, however, is only practical with credit card

accounts, which means that people have to be able to transmit the numbers over the Web without great risk of them being stolen. Stolen credit card numbers don't have to be diverted, either. They only have to be copied in transit, so that while we notice when our credit cards are gone from our wallet, a credit card number theft on the Internet is an invisible crime, at least until the bill arrives.

The first line of defense against this is a piece of software called the Secure Sockets Layer (SSL), which Mr. P. has discussed in the not-too-distant past. This is a piece of software which really belongs in the operating system, but which instead exists as a library used by applications. It permits a TCP session to be encrypted in a secure fashion. Credit card numbers and any other sensitive personal information can be sent with some assurance over such an encrypted connection because if intercepted, the packets look like random garbage.

This sort of encryption requires that a secret be shared between the sender and the receiver. The basis of this key is a medium-sized glop of organized cryptographic information known as a "certificate," which in turn is digitally "signed" by a known trustworthy entity. Digital signatures are a pattern of numbers derived from the certificate, which demonstrate that the numbers in the certificate proper haven't been tampered with. This certificate, which is built into the application when it is distributed, acts as the basis for the shared secret used to encrypt communications.

These certificates have finite lifetimes. The theory behind that, according to the certificate authorities, is that progress in cryptographic research means that beyond a certain period of years, the security provided by the certificate's encryption will become inadequate. Therefore, the certificate is created with an expiry date. The certificates built into the first Web browsers to use SSL communications expired on January 1, 2000, so that as of this writing, all sorts of old Web browsers have suddenly started popping up warnings about expired certificates. Although the advice given just about everywhere is "Update your browser," this isn't always practical, and, in fact, it is possible to pop the old certificate out and install a new one without retiring the browser.

Thus the Web is provided with reasonably secure communications.

#### Security's in the Eye of the Beheld

Most people never have to move beyond that. However, if one looks around, it isn't hard to find folks who, as much as they might wish it, don't fall in with what "most people" need. Take email. There are the people who send things via email that they'd rather not have read by people other than the intended recipients. Some of these people are working on sensitive technology in big-money start-ups, for example, or are exchanging email about contract negotiations, email that the people on the other side of the table would just love to read. Then there are the people who need to keep their email secret from the CIA, the NSA, the NRO, the FBI, the Trilateral Commission, the UFOs and all seven clones of Lee Harvey Oswald. No, really! Security isn't in the eye of the beholder. It's in the eye of the beheld.

Because the audience is smaller, there are fewer obvious tools available. Aside from certain closed-architecture products (you go all or nothing: everybody buys the same package), there are some solutions around. One of the most popular is Phil Zimmerman's Pretty Good Privacy. PGP is a strong encryption package based on public-key technology, and has for years been the center of a particularly enlightening zoo centered around the export policies of the United States. The U.S. government, as a few jungle tribesmen may not know, regards encryption technology above a certain strength as a munition. PGP and bazookas fall into the same export category. Interestingly, it is still possible to export PGP without an export license, although not a bazooka, because the source code for PGP can be printed into a hardbound book and freely shipped around the world, thanks to the First Amendment to the Constitution of the United States, guaranteeing freedom of speech. It is more difficult to do this with a bazooka. It is not legal, however, to export the same book if it has a pocket inside the back cover containing a diskette with the identical contents of the book on it, in magnetic form. Machine-readable source code is a no-no. Only human-readable source code is allowed. I swear, as Dave Barry says, "I am not making this up."

This has led to the creation of T-shirts with a highly compact Perl program printed on them, which does strong encryption, or would, if you typed it in. On the front of the shirt is the text of the Perl program. On the back of the shirt is the same program in a (machine-scannable) bar code. This makes the T-shirt legally a munition, a distinction the T-shirt loudly advertises (it's a very busy design).

Given PGP, and a mail program that knows how to use it (such as exmh), it is possible to exchange email with someone also fitted out with a PGP-capable mail system, so long as the two of you have managed to exchange the public keys required by the encryption system. Keys are big numbers. Very big numbers. When you hear about 56-bit keys, or 1,024-bit keys, they're referring to how many bits it takes to hold the number. The bigger the key, the longer it takes to crack the encryption. How big is big enough? That's a moving target. Right now, 1,024-bit keys are probably big enough. And 2,048-bit keys will probably be good for decades, unless a general attack is discovered that makes it possible to break the particular encryption algorithm being used.

Key distribution, as it's called, is always the weak link in such systems. That's why technical conferences often have "key-signing parties," in which people gather in a room merely to exchange public keys so they can later send one another encrypted mail. The public key is put on an overhead projector, the person stands up and says, "Hi, I'm really Joe Blow, and sure enough, that's my public key." People write it down. And on and on. Usually, the keys are distributed in electronic form too, to save writing, but for the truly paranoid, there's nothing like getting it firsthand.

This gives us secure Web commerce and secure email. Aren't there more general tools?

Yes, there are. Secure Web page traffic is built on a software library called IPSec, which stands, funnily enough, for Internet Protocol Security. It is a library that permits two systems

to establish an encrypted TCP session. As mentioned above, it should be part of the kernel, but isn't. In the next version of IP, IPv6, it will be part of the standard, and the software library will hopefully go away—everyone will be able to establish encrypted TCP connections over IPv6.

On the user end of things, there's the Secure Shell. ssh is a protocol specification being developed under the auspices of the Internet Engineering Task Force (IETF) to permit encrypted interactive sessions. ssh acts as a replacement for Telnet, supporting an interactive shell session across the network. Not many people use Telnet anymore, so ssh isn't exactly taking over the world. However, it does a number of other things, which make it mind-bogglingly useful. The real model for ssh is rsh, the old Berkeley Remote Shell application that nobody in his right mind runs on the open Internet anymore because it's a rampaging security hole masquerading as a convenient remote command execution facility. ssh has a similar user syntax, but the security isn't in the same universe as rsh. There is strong authentication of both the client and server identities, and strong encryption of everything sent over the connection.

In addition, ssh also provides a utility called scp, or Secure Copy, which does the job that rcp did, in a secure fashion. It can transfer one or more files over the Internet, using the same strong authentication and encryption as ssh.

Saving the best for last, we ask "Who need's a shell prompt? I want X Window!"

The answer is ssh covers that base too. The protocol has a general facility for forwarding connections. One connection type that can be forwarded is a connection to an X server. To the user, it looks easy. Open a ssh session with the remote system and start running X Window commands. The ssh client and server connections will forward the X connections of the client X programs to the X server on your local machine. The bonus is the X Window protocol packets that move over the Net are encrypted. No one can read your X session, and no one can spoof it. This is the only secure way to run an X session over the Internet of which Mr. Protocol is aware.

#### **Creating a Data Haven**

These tools of institutionalized paranoia don't do anything that you can't already do faster and cheaper without all the security schlog. Who needs it?

One answer is to be found in Neal Stephenson's novel *Cryptonomicon*. In this story, an American company is formed by a group of maverick high-tech experts whose purpose is to found a "data haven" on a South Pacific island, whose sovereign status allows customers around the world to use it as an extremely high-security repository for data beyond the reach of national and international governmental authorities. Mr. Protocol has mentioned years ago that such an idea seemed obvious. As Stephenson points out, the only real technical problem is the provision of a very high-bandwidth data pipe to connect the repository to the rest of the world. Now, Slashdot (http://slashdot.org) is reporting that the South Pacific island state of Nauru is attempting to become just such a repository. Actually, it turns out that Nauru is being

used (primarily) by Russians to funnel a conservatively estimated \$50 billion out of Russia and back in again, money that actually does not even transit Nauru, whose telecommunications facilities alternate between poor and broken. Still, reality is getting close to fiction here. And, as Stephenson points out, the customers lining up to use such a facility

would be corporations and big-time criminals. In the case of Nauru, it would appear its depositors are both at the same time.

One doesn't have to be the Russian Mafia to want data security, though. Those security departments do work in the interests of their corporations because there really are people out there who would like to rip off data. With the end of the Cold War, brush wars are popping up. The principles behind these do have stringent security require-

ments, and international political movements (above and below ground) just love the new encryption technologies. Hometown corporations are increasingly the target of real-life economic spies looking for a free high-tech boost for their own hometown markets.

Mr. Protocol has always recognized that security through obscurity is a poor replacement for real security when real security turns out to be necessary. However, a very small pebble on a very large beach is usually secure no matter what. The new encryption technologies and capabilities probably

aren't of use to private individuals for anything beyond credit card transactions. Privacy in the United States is going to hell in a handbasket, as anyone who reads Lauren Weinstein's Privacy Forum is aware (http://www.vortex.com/privacy). However, most of the data we'd like to keep private, such as our medical and banking records, aren't

really under our control to begin with.

Corporations have a lot more to lose, because they do control their information. If you work on anything you don't want the competition to see, and you want to work on it from home, then ssh and its ilk are a mighty fine idea.

Mike O'Brien has been noodling around the UNIX world for far too long a time. He knows he started out with UNIX Research Version 5 (not

System V, he hastens to point out), but forgets the year. He thinks it was around 1975 or so.

He founded and ran the first nationwide UNIX Users Group Software Distribution Center. He worked at Rand during the glory days of the Rand editor and the MH mail system, helped build CSNET (first at Rand and later at BBN Labs Inc.) and is now working at an aerospace research corporation.

Mr. Protocol refuses to divulge his qualifications and may, in fact, have none whatsoever. His email address is amp@cpq.com.



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Circle No. 5

by Peter Collinson, Hillside Systems



#### To Quote or not to Quote

was engaged in the difficult exercise of deciding what to write this month, when I was saved by Sivaram Neelakantan, who sent me email asking a question about some examples in Kernighan and Pike's excellent book, The UNIX Programming Environment (see "Further Reading," Page 27). Sivaram was working through the book and needed a little explanation. The email gave me the chance to pull the book from my shelf and look at it again. For a book written in 1984, it's still completely relevant. If you don't have a copy, then put it on your present list for your next available festival of receiving goodies.

Sivaram's question concerns quoting characters in the shell, making sure the commands you run are supplied with the correct arguments. The topic touches on the way that UNIX systems work, and I think every UNIX user needs some understanding of the mechanics to help clarify why things are the way they are.

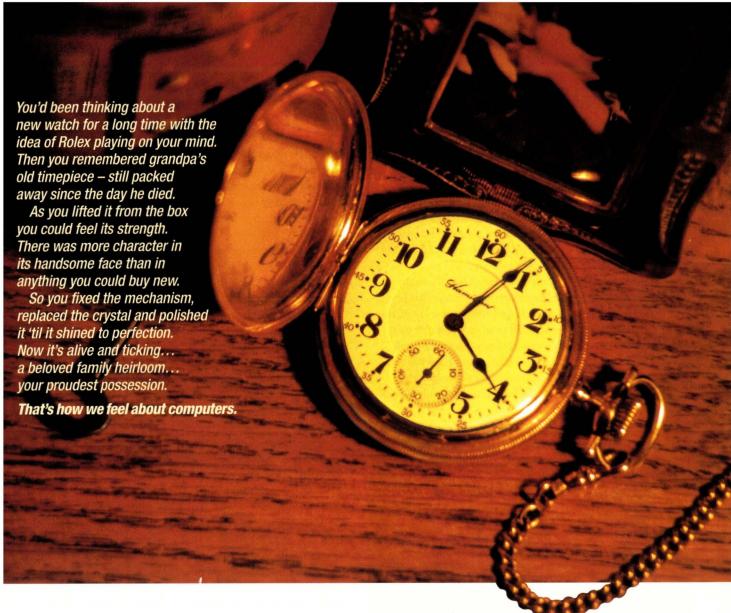
UNIX was designed to allow users to invoke commands by typing characters into a program whose job is to launch commands. The program is called the user's "shell" because it's the outer casing of the operating system, providing an interface to allow the user to get their job done. At the time UNIX was designed, it was a curiosity that the user's shell was a normal program with no special privilege. Up to that point in most operating systems, the functions of the shell were provided as part of the operating system, as a top layer of the onion skin, as it were.

UNIX threw away the notion of onion skins and the system is essentially two levels: the kernel, which is resident all the time in the memory of the machine, and above that we have many user processes. The kernel is responsible for controlling the hardware and providing a standard set of interfaces as "system calls" to the user processes. Essentially, the kernel provides support for the way each user

process communicates with the outside world. For example, the kernel maintains file system structure. Processes use system calls to access files and are able to deal with them as linear sequences of bytes without worrying about how files are implemented, or where the blocks of each file are actually placed on the disk.

The kernel also provides support for processes, generating an illusion of how the world works that's often called the "process model." A keystone of the model is that processes think they are a single program running in an empty machine. This virtual machine has memory for storing the binary code of the program that makes the process work, and also for storing any data the process may use. Since the beginning, UNIX has been able to share the code sections of processes, so if there are five shells running, there will be only one live copy of their code resident in the machine.

User processes are all "equal," that



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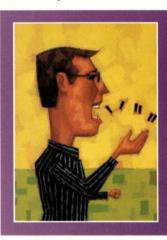
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is they are all programmed to the same model and compete for system resources equally. As George Orwell points out in *Animal Farm*, it's a feature of human existence that "some are more equal than others." This is true of processes run by the root user, we give such processes the ability to circumvent system security that is provided by the file system.

#### **Creating New Processes**

We know that a live UNIX system is a resident kernel and a bunch of running user processes. Any process can use the appropriate system calls to create a new process and cause it to run a new program. The first step is for a process to use the fork() system call. It creates two identical processes, both running in parallel in the machine. There's a slight difference between the two processes: the process that invoked the fork() call, the *parent*, is told the process ID of the new process when the fork() call returns, while the new process, the *child*, is given a zero return value from fork. Because both the parent and the child are running the same code, the difference in the returned value allows the programmer to create code that will be executed in only one of the two processes.



Like many other programs, UNIX shells read a line of text typed in by the user, do something with the text and then loop waiting for another line.

Actually, on some occasions, the fork() call is the end of the story. There are several applications where a program wants to replicate itself. For example, Web servers often run several instances of themselves to ensure that there is always a process listening for a new request for data.

If the process wants to start a completely different program running, then the child portion of its code will use the exec() system call to inform the kernel of this desire. The system libraries provide several flavors of interface for the exec() call, if you are interested, then

\$ man -s 2 exec

will supply the complete story. I'm avoiding the full gritty details here for simplicity. The basic exec system call has several arguments. The first argument is the pathname of the file that contains the binary of program that is to be loaded. The remaining arguments are text strings that are passed into the running program when it is started by the kernel.

The file that contains the binary that is to be loaded must

have its permissions set up to allow execute access for the user that owns the process doing the exec() call. If the permissions are OK, then the kernel will dismantle the process image that's using the exec() call and will load the new file into memory. The new process will have the same process ID as before, and will inherit several aspects of the process model, such as extant open files for its standard input, output and error channels.

Immediately before the new process begins running, the program arguments from the exec call are placed into the new process in a known place so that it may access them if it wishes. The process sees a count of the total number of arguments that have been passed, named in most literature as argc, and an array of strings, named argv. This allows us to pass text strings from parent to child, and for the child to interpret them in any way that makes sense to the programmer. Incidentally, the first string is conventionally the name of the command being invoked. Because the argument strings are accessed by an array, and arrays in the C language are numbered from zero, programmers think of this as the "zeroth" argument.

#### Shells

OK. We have a mechanism to create new processes and the ability to pass argument strings into the new running program. How does a shell use this? As I said, a shell is not a special program. Like many other programs, UNIX shells read a line of text typed in by the user, do something with the text and then loop waiting for another line. In the simplest case, shells treat the text as a command name and a set of arguments to that command. Interpretation of the text is done using a set of inbuilt rules. Once the command has been determined, the shell will fork to generate a new copy of itself, create all the arguments for the exec system call and start the process the user requested.

Generally, the parent shell will wait patiently for the new child process to finish before attempting to read another line from the terminal. I say "generally" because if we end the input line with an ampersand, then the parent doesn't wait. Once the fork() has been called, and the child is busily setting itself up, the parent will read another line from the terminal.

I said that when you type the line of input, the shell interprets it according to its own set of inbuilt rules. The rules have not changed a great deal since the days of the first shell. Shells take the line of input from the user and break it into "words" that are separated by spaces or tabs. The first word on the line is taken to be the name of the command, the remaining words are each separate arguments that are passed into the command. So, when we type

\$ cp one two

the cp word is the command name, and the shell will locate the command file that goes with the name. The remaining strings are passed into the cp command as arguments; the zeroth argument will be cp, the first argument will be the

string one, and two will be the second argument. The cp command interprets the first argument as the source file for copying and the second as the name of a destination to which to copy the data.

Of course, the shell can do more than just take our input and process it. The earliest form of additional processing provided by the shell was shell *globbing*, the expansion of stars and question marks in file names. It gained its name from the file /etc/glob, which was the discrete program used as a shell "helper" in early systems. When the shell encountered a star or question mark, it ran /etc/glob to do the work of expanding file names.

It's important to understand that the globbing function happens *before* the exec system call is made. For example, when you type

\$ echo a\*

the shell looks for all the files starting with "a" in the current directory, sorts the resulting list into alphabetic order and passes the complete list of file names as parameters into the exec call. Expanding the names in this way means that file name expansion doesn't need to be coded into every command, it exists only once in the shell. However, this method can sometimes have confusing results if you are not clear when it happens as the process is created.

Similarly, I/O redirection happens in the child code after the fork() and before the exec(). When we type

\$ echo a\* > out

the shell arranges that the echo command is run with it's standard output set to the file out. Setting up the new output channel happens after the fork and before the exec. A side effect of this mechanism is that the destination out file is created *before* the command is executed. This can sometimes be counter-intuitive. An attempt to add the contents of one file to the end of another might reasonably be written as:

\$ cat a b > a

but this fails (usually horribly) because the shell will open a new file called a *before* the cat command is executed. Opening a new file with the same name as one that exists results in truncating the file to zero length. The cat command will now copy a zero-length file a and the contents of b to a. Bill Joy implemented an option (the noclobber option) in csh to prevent the I/O redirection option from destroying an extant file, so I guess something horrible happened to him at some point.

#### Quoting

Using white space to separate the words on a command line is convenient largely because the space bar is a large friendly area at the bottom of the keyboard. In fact, in most shells, the word-separation characters are specified in a shell variable, allowing the user to change the character set should they wish. However, most people stick to the default.

Generally, the use of white space as a separator has meant that, on UNIX, we don't use file names that contain embedded spaces. You are at liberty to create a file with any name you wish, and you are able to create files with embedded spaces, however, to handle them with the extant shells you need to know how to include a space in the middle of an argument string for a command.

As this article has progressed, we've also begun to build up a list of special characters (meta-characters) that the shell uses for its own purposes: \*, ?, &, <, > and so on. There are more. For instance, I've not mentioned shell variables that are invoked by placing a dollar symbol before the variable name. For example, for Bourne shell and derivatives

```
$ DEST=/usr/share/man
```

\$ ls \$DEST

or for csh and derivatives

```
% set DEST = /usr/share/man
```

% ls \$DEST

In both cases, the shell expands the variable "in place" to be its contents before the 1s command is executed. The command that's run is

ls /usr/share/man

It's clear that a method of quoting is required to allow us to pass all the characters that form part of the shell's syntax into commands, while stopping the shell from doing what it normally does with the characters. There are, of course, several methods of doing just this.

UNIX uses the backslash character in many applications to be an escape character. It usually means "take the next character literally, don't treat it as a special character." All shells permit the use of backslash in this manner. For example,

\$ echo \\$DEST \> fred

will print

\$DEST > fred

Things begin to get more exciting when you are using a command that uses meta-characters. Let's try and find the values for the dollar symbol from /usr/pub/ascii using grep. Our first attempt might be

\$ grep \$ /usr/pub/ascii

The shell will leave a single dollar character alone and will pass it into the grep command unchanged. However, if you try this, you'll find that it lists all the lines in the file. (Pause here and see if you know why, before reading on.)

The argument to grep is a regular expression, and the

dollar sign is one of the meta-characters used in a regular expression match: \$ matches the end of the line. By definition, each line in the file has an end-of-line character, so this regular expression matches all the lines. The single \$ argument won't do what we want, we need to use backslash to get a dollar into the program:

\$ grep \\$ /usr/pub/ascii

This again lists all the lines in the file. Why? Well, when the shell sees a backslash it reads the next character and discards the backslash, so this command is essentially equivalent to the first attempt. We need to get a backslash and a dollar sign into grep:

\$ grep \\\$ /usr/pub/ascii

The shell passes \\$ as the match expression into grep and the command will find all the lines containing a dollar symbol.

Using backslash like this can get tedious, especially in long strings. It would be better to have a way of quoting chunks of text without having to worry about what it contained. Shells provide two ways of doing this. First, you can enclose some text in single quotes:

\$ echo '\$DEST > fred'

The output from this is the same as the previous echo example, however, the source is clearer and less cluttered. The contents quoted by the string will be passed intact through to the command as a single argument after the quotes have been removed. The only character that cannot appear inside a single-quoted string is a single quote. However, quoting in shells is an area of great divergence, different shells implement things in different ways. For example, consider the following command:

/bin/echo 'a\\b'

I'm using /bin/echo to avoid the use of any shell built-in echo function. Because single quotes are supposed to pass things through unchanged, then you might expect to see this print a \ \b. However, a little experimentation with the shells on my machine produces the following:

/bin/sh: a\b
/bin/ksh: a\b
/bin/csh: a\b
/bin/bash: a\b

I am unsure whether bash is wrong. It has probably done the right thing, rather than simply following what the Bourne shell did. In all the shells, the escape character is actually not useful inside single quotes. A backslash cannot be used to insert a single quote. On balance, I'd prefer to see the shells leave my double backslash alone.

There are occasions where you would like to pass a single

argument to a command, perhaps including spaces, but have the benefit of variable substitution. Using double quotes around a string achieves this, so

\$ echo "\$DEST > fred"

will print

/usr/share/man > fred

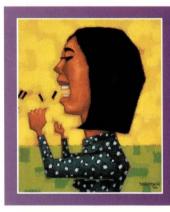
assuming that the content of DEST is unchanged from the previous setting above. You can use double quotes to force the quoting of a single quote:

\$ echo "It's a single quote"

Another useful trick is to realize that shells are text-processing languages and will perform string concatenation for you. I often use combinations of quotes to ensure that complex and lengthy strings are left alone by the shell, except where I want things to happen. For example,

\$ echo '\$DEST = '"\$DEST Doesn'"'t it?'

will generate one argument to the echo command. Combinations can become indecipherable if you're not careful. Most of these tricks are only needed when you are attempting to get complex statements involving meta-characters into some of the super tools like sed or awk.



Quoting in shells is an area of great divergence, different shells implement things in different ways.

When you are creating complex scripts for the super tools, then you should avoid using csh for your scripting language. One reason is that the Bourne shell and its derivatives handle newline characters in a much more flexible manner. To get a newline into a quoted section in the Bourne shell, you just include it:

echo 'Here is a newline'

You'll find that csh is line-oriented and insists on a backslash before the newline character to achieve the same effect. Even then, things don't work too well. If I am writing awk scripts

for the Bourne shell, I'll often write things like the following:

This lays out the awk program in a readable manner, and passes it into the command cleanly in a shell variable. Incidentally, the command is intended to be used to count the bytes in a directory:

```
$ 1s -1 | sh aw
```

where aw holds the script above. The awk command in the script processes data from the standard input channel of the script. If you attempt to do this in csh, then you need to add backslashes at the end of all the newlines in the single-quoted section:

But the program blows up when the awk command is invoked. The sad fact is csh doesn't like embedded newlines in variable contents.

You'll also find that combinational quoting in csh is pretty broken. Again, things that you can do trivially in the Bourne shell just don't work in csh. For example,

```
echo "dollar \$"
```

works in sh, but not in csh.

I gave up writing scripts in csh aeons ago, for these and other reasons. If you want to learn to write scripts, use the Bourne shell. Your scripts should be portable to all the machines in the world. One caveat: some of the Bourne shell clones haven't implemented quotes in exactly the same way as the original program.

#### **Further Reading**

The UNIX Programming Environment, by Brian W. Kernighan and Rob Pike, is published by Prentice Hall Inc., 1984, ISBN 0-13937-681-X. More reasons to hate csh can be found in Tom Christiansen's csh article reproduced in UNIX Power Tools, by Jerry Peek, Tim O'Reilly and Mike Loukides, published by O'Reilly & Associates Inc, 1997, ISBN 1-56592-260-3.

**Peter Collinson** runs his own UNIX consultancy, dedicated to earning enough money to allow him to pursue his own interests: doing whatever, whenever, wherever... He writes, teaches, consults and programs using Solaris running on an UltraSPARC/10. Email: pc@cpg.com.



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#### by Alan Benway



## Heading into the Wilderness

he journey continues. Last month, we looked at the major physical and logical aspects of disk drives. This month, we'll examine the operational and performance characteristics of disks. We will be moving into territory that is off the well-troden path covered by most publications. This is a very important part of our journey, as it lays much of the critical foundation needed later in our analysis of storage solutions. It is the science of this area that is most abused by marketing truth twisters in their product claims. Though they may do so out of ignorance (as I have found to be the case), it still results in false claims that lead to poor storage decisions based on erroneous information. So slip on your heavy chaps and gloves (nasty thorns out there!), sharpen your machete and let's go!

First, a few definitions are needed to make sure everyone's compass needle points north.

I use either "disk" or "drive" to refer to a physical disk drive device; sometimes, one term just works better than the other. When I use the terms "storage devices," "storage solutions," "storage systems" and so on, I am referring to a packaging of disks, cabinets, power supplies and (perhaps) controllers that present some type of multidisk solution over one (or more) connection bus to a host computer.

A "bus controller" is the intelligent hardware interface board (or card/adapter/paddle, if you prefer) that connects the host computer's I/O bus to storage devices. This includes all of the various types of parallel copper SCSI bus controllers (such as those from Adaptec Inc., DPT, QLogic Corp. and Mylex Corp.). Others include Fibre Channel-based interfaces such as Fibre Channel Arbitrated Loop (FC-AL), Fibre Channel Switch (FC-SW), IBM Corp.'s Serial Storage Architecture (SSA) and Apple Computer Inc.'s FireWire.

The term "drive controller" will be used to refer to the embedded control logic and cache found on every disk drive. As you will see next month, there's an implicit set of features (such as multi-

tasking and error detection/correction) associated with the mention of either SCSI or Advanced Transfer Adapter (ATA) controllers.

I use the term "ATA" to refer to any device that uses any of the various integrated drive electronics (IDE) protocols. These include enhanced IDE (EIDE), ATA-2, ATA-3, Ultra33-ATA and Ultra-66-ATA. Note that none of these devices use host-based controllers, instead they connect to the host's I/O bus via buffering logic. The operating system's ATA drivers do most of the work.

I use "SCSI" to refer to any device or controller that uses one of the many SCSI protocols. These include Fast SCSI (SCSI 2), Ultra SCSI (SCSI 3) or Ultra2 SCSI (SCSI 2). All of these devices require host-based controllers, and the devices do most of the work. This is the opposite of ATA devices.

A "disk partition" is the contiguous group of blocks (SCSI) or cylinders (EIDE) that are defined to be a single named space. A disk will have one or more partitions defined, depending on

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its size and the limitations of the file system in use. Partitions are primarily a tool for managing disk space, such as keeping the operating system, applications and data separate—not to mention controlling space-greedy end users.

My use of the generic term "file system" refers to the basic functionality provided by all file systems used on open systems. Basically, a file system is the software that provides the connection between the operating system and data. Every disk partition will have a file system, except for some special cases like raw partitions for databases or swap areas. There may be multiple file systems in use on a host computer, and each partition may use a different file system. A file system establishes the storage structure and fault-detection mechanisms, and controls the movement of data in and out of this storage structure. File systems include UNIX File System (UFS), Veritas Journaling File System (VXFS), Journaling File System (JFS) and Advanced File Systems (ADVFS) for UNIX, and File Allocation Table (FAT/FAT32) and Windows NT File System (NTFS) for Windows.

I will mostly refer to SCSI devices in my examples from here on in, with specific references to EIDE devices when appropriate. Because EIDE disks are not suitable for use in storage systems such as RAID—they excel as independent disks on a desktop system—I will stop referring to them once these "foundation" columns are behind us.

#### A Typical I/O Operation

Let's look at a typical I/O operation. The application program initiates an I/O request (of one or more records) to the operating system. The operating system in turn hands off the request to the specified file system, which initiates a driver call to the appropriate bus controller (such as a SCSI controller card). The controller firmware then issues a series of commands to the disk's onboard controller (in the case of ATA disks, this driver call is made directly to the disk controller). The commands passing between the bus controller and the disk controller are a function of the bus protocol in use. The disk receives a command to seek to the address of a particular 512-byte block of data (the atomic unit of data on a disk) and to transfer the next *n* blocks from that starting point. It is the file system that controls this address, whether it is the physical block address (SCSI) or the virtual geometry address (ATA).

For the purposes of this column, let's assume that the application record size is 8 KB and the underlying file system is configured with an 8-KB record size. When the application requests a record, the file system posts an atomic 8-KB read to disk and this is turned into a single sequential read operation (starting block, plus n blocks) on a disk of 16 blocks. (Because the block size for the file system has been set at 8 KB, every I/O operation will act against a sequential group of 16 disk blocks. These are atomic units of I/O and cannot become fragmented, although the blocks within a large file can be.) The total time to deliver on this 8-KB read request can be viewed as the sum of queuing phase + command phase + access phase + transfer phase + file system phase.

The *queuing phase* is the time spent in the I/O request queue of the driver (host software), or in the request queue on the bus controller (firmware). Heavy traffic will cause an increase in the total service time for this request (as seen in iostat on some UNIX systems). This can add tens or even hundreds of milliseconds to your I/O request.

The *command phase* is a series of status and setup conversations between the controller and the drive logic at electronic speeds (limited by the data and signaling rate of the connection bus). This phase consumes only a few microseconds, however, and can be ignored.

The *access phase* is the sum of seek time + settling time + rotational latency. Rotational latency is the time it takes for the beginning of the sector of interest (on this track) to show up under the head. This is where the primary I/O bottleneck occurs; the other major bottleneck is at the request queue on the bus controller. This phase is in the tens of milliseconds, a very long time by CPU standards.

The *data transfer phase* is the time to read, decode and copy all of the data and checksum bits of each of the 16 sequential 512-byte blocks of the request into the drive's cache buffer. Here, the data blocks are assembled, compared to check-

sums and sent to the controller. Note that file system records (but not necessarily the file) aren't going to be fragmented because this is the smallest unit of I/O available to the operating system. (Reader tip: I/O system performance requires a careful balance among the application record size, the file system block size and the "chunk" depth and width of a RAID volume. They must all be even multiples of one another, for example, 2 KB/8 KB/ 32 KB.) The transfer time of this phase will be a function of the spindle rpm; there are also a few microseconds consumed during the cache buffering and checksum tests and the transfer time over the bus that can be ignored.

The final phase is what I refer to as the file system phase, where data blocks returned by the drive are stashed by the bus controller driver into a file system memory buffer. The file system then receives a completion interrupt from the driver and signals to the application (via another completion interrupt from the operating system) that its I/O request has completed. This is also a tiny amount of time, but I mention it here for this overview to be complete. For raw or direct I/O calls, where there is no file system, the data blocks coming from the drive are sent directly by the driver to the application's buffers.

#### I/O Performance Issues

Any discussion of disk performance is a balance of two separate and opposing metrics, each of which characterize a type of bandwidth. These are maximum I/O operations per second (IOPS) and maximum sustainable data transfer rate (measured in MB/s). IOPS is meant to characterize the maximum number of small block read/write operations that a disk or storage system can sustain over a period of time. This is the figure of merit often used in the UNIX world, especially in the context of databases. Think of IOPS as the crankshaft torque (or the force that enables acceleration in a vehicle).

The term "data transfer rate" can describe either the maximum burst rate, or sustainable transfer rate achievable from a storage device. It was primarily used by mainframe and supercomputer vendors, where large block sequential operations were typical. This is the most

commonly quoted specification on large disk systems. Think of the transfer rate as crankshaft horsepower (top speed limited to the balance point where airflow drag equals the amount of work available as horsepower).

#### **IOPS Numbers**

IOPS is a potentially interesting number quoted by storage vendors. However, it must be looked at carefully because there's a great deal of manipulation of this number. As such, it is impossible to directly compare IOPS numbers across vendor product lines. Nevertheless, some basic I/O performance parameters can be calculated based on the laws of physics. Consider the long-standing industry definition of IOPS-something flat-out ignored by many vendors-which requires that there be a separate and unique read or write request for a certain number of blocks (usually four, or 2 KB) from disk. An IOPS rating is the rate at which a disk controller can accept and respond to I/O commands from a bus controller. This includes the complete command, access and data transfer phases that determine the upper rates at which commands can be processed.

When a disk is commanded to seek a particular sector address and to read (or write) the next 100 sequential sectors, this is but a single I/O operation. If the heads were directed to reposition 100 times, then that would be 100 I/O operations as far as the disk controller is concerned. It is misleading to rate such a sequential operation as 100 IOPS because the accepted definition of an I/O operation is that there must be a unique read or write command associated with each one. However, many vendors will use this improper method to rate their products. Worse, I have been told (by two trusted storage engineers) that some RAID vendors resort to something that goes well beyond mere truth twisting. These vendors will report a benchmark from writing a single block to cache in the RAID unit and then, in a loop, reading that same block back as many times as it can in a few seconds. The IOPS rating is nothing more than the time to read back a cached block from the RAID controller, but the vendors characterize this as the overall system response. While this type of measurement is useful for measuring the limits of bus and controller performance, it is neither a valid nor honest IOPS measurement of the storage system. Only a single block ever gets written to disk, and nothing is read from disk!

Here's how to determine a disk's sustainable IOPS rating for yourself. The average access time is the sum of average seek time + average rotational delay. Average seek time is defined by industry convention to represent a head stroke across one-third of the disk cylinders. For example, for the aging Seagate Technology Inc. Barracuda ST19171WD Ultra Wide 9-GB disk-a typical workhorse drive found in many vendor's storage systems-the average access seek time is 9.9 msec. The average rotational delay is 7,200 rpm/60 = 120 revolutions persecond (rps). Then, 1 second/120 rps = .00083333 of a revolution per second. Finally, 8.333 msec/2 = 4.17 msec is its average rotational delay (assuming one half revolution per seek on average). So, average access time is 9.9 msec + 4.17 msec = 14.07 msec. The maximum theoretical random IOPS figure for this

drive is calculated by dividing 1,000 msec by 14 msec, which equals 71.4 IOPS per disk. In other words, about 71 unique random I/O requests per second can be handled by this particular disk. The average long-term overhead on this disk (such as thermal calculation) is about 8%. Thus,  $71.4 \times .92 = 65.7$  is the statistical average usable IOPS for the ST-19171WD disk in random access mode. This is how Seagate (and the industry at large) rates its raw disk drives. Therefore, if you have 10 of these disks on a SCSI channel, and they are striped together as a RAID-0 volume in software (no RAID hardware caching effects), the maximum theoretical random IOPS rate would be about 714 IOPS short term and 657 IOPS long term.

One vendor's engineers debated with me that this Seagate disk (which the vendor uses in its RAID box) is capable of 110 to 120 IOPS. You can see that they were only considering the number of revolutions per second and working with that as their peak IOPS number. I strongly disagree. This ignores the issues of head movement, settling time and rota-



tional latency, as well as the fundamental and long-standing industry definition of IOPS. Their 110 IOPS value would only be true in the case of a single I/O command working in sequential access down a cylinder. The marketing literature for this RAID unit quoted a 4,600 IOPS rating (with 35 disks, two host-side SCSI channels and dual-controllers each with 128 MB of cache). Furthermore, it stated that this was achieved in uncached, random access mode. This is quite impossible. Under perfect conditions, the drives by themselves are only capable of a maximum of 2,485 IOPS. While a smart RAID controller with well-managed cache can improve the IOPS number over that of software RAID somewhat, a 185% improvement is just not possible under the conditions stated. If this test condition were restated as a "write-heavy load, write-back caching enabled and most of cache reserved for writes," then I could accept their claim.

One final note regarding IOPS (I will return to this topic when discussing RAID systems in a future column): A single large I/O request issued by the application, such as a 4-MB record from a seismic data file, will be expanded into multiple requests at various places before actually reaching the disk's controller. On a system with a SCSI-attached hardware RAID unit, this includes the file system (record size, maximum I/O request size and so on), the SCSI controller (maximum number of blocks in a single request) and the RAID controller (generating the requests for the individual drives in the RAID stripe set). When we get to talking about RAID, I will post a comparison chart of RAID units on SW Expert's Web site using current data and vendor metrics, such as IOPS, and what limits physics suggests. This will certainly be interesting!

#### **Data Transfer Rates**

Data transfer rate is also referred to as data bandwidth, or effective bandwidth, and it characterizes the delivery horse-power of an I/O device. Bandwidth is how much data can be moved over time, whereas IOPS is how many I/O commands (generally, the minimum size possible) can be performed over a period of time. The instantaneous burst rate of a block of data from within a disk drive's

on-board cache onto the SCSI bus can hit 34 MB/s on a Ultra Wide SCSI disk (or 17 MB/s on a Fast Wide SCSI disk). While the latest high-performance drives can achieve sustainable transfer rates (sequential mode) of 17 to 25 MB/s, the rate for most 7,200-rpm disks currently deployed in storage systems is about 7 to 10 MB/s. This rate depends on which of the disk's cylinders the data blocks are located (remember that "outer is faster").

The transfer rate for a particular disk drive is a function of rpm, track density, the number of surfaces in a single cylinder and the internal rate at which the logic can process data (read or interpret flux changes on the media). Low-cost disks trade performance for capacity by using a minimum number of platters (hence, fewer surfaces per cylinder), a slower and cheaper motor (usually 4,500 rpm) and a minimum amount of intelligence and cache in the on-board controller. The logic that was left out would typically include most or all of the optional SCSI high-performance features, such as scatter-gather I/O operations, as well as far more advanced and effective cache management. Owing to a reduced parts quality, these drives usually have less than half of the mean time between failure (MTBF) ratings seen in more expensive drives.

Consider the following SCSI bus example: In order to deliver a sustained transfer rate of 34 MB/s over a single Ultra Wide SCSI bus, the I/O operation would require the use of six data disks working in tandem in a RAID stripe set. A five-data disk set (at  $5 \times 7$  MB/s = 35 MB/s) cannot sustain 34 MB/s, given the need to perform some track seeks on some of the drives during the I/O operation. However, a six-disk set (6 x 7 MB/s = 42 MB/s) can generally sustain this performance under large file sequential conditions. This assumes a defragmented file system and that all data blocks are found in sequential logical blocks on the RAID stripe.

A storage system can either deliver a high IOPS rate or high transfer rate, but never both. Why is this? In order to achieve high IOPS numbers, there must be very small I/O requests (2-KB blocks). Owing to the inefficiency of managing the overhead of all these tiny requests, the disk engines never

get up to speed. Consider the Seagate disk drive mentioned earlier: Even using 71 IOPS as the upper limit, with 2-KB transfers, this is a mere 142 KB/s. Can you say floppy disk?

On this same disk, consider the case where a single large file is to be read. If there is no space-fragmentation issue, then a single I/O command is issued—a starting block address and a block count. At this point, the maximum transfer rate is (mostly) limited by the following:

- The maximum memory buffer size that the I/O driver can handle in a single atomic request.
- The number of such requests that can be scheduled in the driver queue (for SCSI, between 32 and 256).
- The internal transfer rate of the disk (7 to 10 MB/s for older drives, or up to 25 MB/s for some of the latest drives).
- The instantaneous loads on the bus (other unrelated disk traffic).

There are very few IOPS available in this mode of operation because the data transfer phase consumes most of the bus cycles. A bus (ATA or SCSI) can only be in one phase at a time, and only one disk at a time can be active on the bus in either a command phase or transfer phase (more on this next month).

It should now be clear how IOPS and transfer rates are opposing forces and that both have deterministic limits that are founded on science, and not marketing hype. If a vendor tries to tell you that its "magic cache" overcomes these physical limitations, pour a cup of McDonald's thermonuclear coffee in their lap! It's said that humor is good for your soul (nobody said anything about *their* soul).

In this leg of the journey, we have pushed through some very thorny brush on the edge of the Storage Wilderness. But we have just begun. Next month, we'll begin pushing into the forest, where we will examine connection technologies and their many problems—especially copper SCSI, with its many problematic bus-length and termination issues. See you then!

Alan Benway, a 20-year veteran of the computer industry, is presently employed by a large database company located in Silicon Valley. He can be reached via email at abenway@cpg.com.

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#### **N**Tegration

by Æleen Frisch



## All in a Day's Work

s systems administrators, we are expected to be Jacks or Janes of all trades. Any problem a user encounters, it seems, is fair game to bring to us, and attempting to solve them is just part of the job. As a result, I spend more time than I would like rearranging furniture and cleaning up toner messes. Recently, however, I had a couple more unusual requests from users, which I'll share with you here.

#### **Printing the Euro**

A user from the marketing department needed to print the symbol for the new euro currency, and he couldn't

figure out where to get it. The computer system in question was running Windows NT Version 4.0 without any service pack upgrades. It turns out that vanilla Windows NT does not include support for this character. Support for the euro may be added by installing any recent service pack;

alternatively, a specific fix for this deficiency may be downloaded from Microsoft Corp.'s Web site (http://www. microsoft.com/ntserver/nts/ downloads/archive/nteuropatch. asp). In either case, the euro symbol is then added to three standard TrueType fonts: Arial, Courier New and Times New Roman. The keystroke sequence required to enter a euro character is Alt-0128 (type 0, 1, 2 and 8 on the numeric keypad, while depressing the Alt key).

For most situations this solution is sufficient. In this case, however, the user wanted PostScript font support for the

symbol-that is, a Type 1 font: "serious typographers don't use True Type fonts." Fortunately, Adobe Systems Inc. has developed a family of fonts containing the euro symbol, which it makes freely available (see http://www.adobe. com/type/eurofont.html). The package contains three fonts, each consisting of a single character: Euro Sans (a sans serif font identical to the official character adopted in Europe), Euro Serif (a version of the symbol designed to look good with serif fonts) and Euro Mono (a version designed to work with fixed-width/monospaced fonts).

Figure 1 illustrates the six versions of

#### Figure 1. Euro Symbol in Various Fonts

14 PT Times New Roman The price is € 5.67. 14 PT Minion/Euro Serif The price is € 5.67. 13 PT Futura Medium/Euro Sans The price is € 5.67. 12 PT Lucida Sans Typewriter/Euro Mono The price is € 5.67.

13 PT Arial The price is € 5.67. 12 PT Courier New The price is € 5.67.

### **NT**egration

the euro symbol mentioned here. The first three lines show the TrueType font versions, and the final three lines display the Adobe euro fonts used in conjunction with three common Adobe fonts (of the corresponding types). The specific font sizes used are not significant and were selected in order to present the various typefaces at approximately the same physical size.

#### **Network-Based Palm Pilot Synchronization**

The other unusual request I received recently was from a user who wanted to synchronize the data on his 3Com Corp. Palm Pilot personal digital assistant (PDA) with his desktop from a different system on the network. Normally, this PDA product operates in the following manner: information may be entered either on the handheld device or via the application program running on the user's workstation (its name is Palm Desktop). Periodically, the user performs a procedure known as a HotSync through which data in the two locations are updated with respect to one another (synchronized). During this process, the Palm Pilot typically connects to the desktop computer via a serial port either by resting in a cradle that is directly plugged into the port, or by connecting to the computer via a special modem designed to accommodate the PDA device.

In this case, the user did not have an unused serial port on his workstation. Instead, he had to continually swap devices as needed to share a single serial port. However, there were many free serial ports on other systems throughout the network. What he wanted was to be able to use one of the free ports to connect to and synchronize his Palm Pilot data with his own workstation.

It took only a bit of research on the Palm Pilot Web site to determine that what he wanted was possible. In fact, meeting his request was remarkably easy via a procedure known as a network HotSync. Under this scheme, a Palm Pilot user can perform a HotSync operation from locations which are network-accessible with respect to his target computer system. All the software required for this functionality is freely available from the Palm Computing site (see http://www.palm.com/custsupp/downloads). In this case, the user first had to upgrade the operating system on the Palm Pilot itself, to PalmOS Version 3.3. Once the upgrade was completed, installing the network

HotSync facility required several components: the latest Palm Desktop and HotSync Manager software (Versions 3.0.3 and 3.0.4, respectively) and the network HotSync update module for the PDA device (which is required for some but not all models of the Palm Pilot). The various software components all include excellent instructions for their installation.

Once all of this was installed, setup for the user was relatively straightforward. First, within the Palm Desktop application, the HotSync Manager was configured for network HotSync oper-

t itself, to PalmOS Version screen m Sync ico.

Figure 2. Enabling Network HotSync Operations

Local Modem

Network
Setup...

Qustom...
File Link...

Yiew Log...

About.

ations by selecting the HotSync-> Setup menu path, navigating to the Network panel, selecting the desired Palm Pilot username and clicking on the TCP/IP Settings button to specify the primary computer for that user. The latter is accomplished by specifying the appropriate hostname, IP address and subnet mask settings. (Note that this step may also be performed on the PDA itself, as we will see.)

Second, we enabled network HotSync operations within the HotSync Manager by right-clicking on its icon in the Windows NT desktop tray (lower right corner of the screen) and checking the network option (see Figure 2).

Third, the Palm Desktop software needed to be installed on the computer through which the PDA device will communicate with its primary system (we will refer to this system as the Hot-Sync server). Note that none of the user data need be present here, but the application itself is required. Make sure the Hot-Sync Manager on the HotSync server system is configured to be automatically started whenever the system boots. If a direct connection to this computer is being used, then a Palm Pilot cradle will need to be physically connected to one of its serial ports. Alternately, the Windows NT Remote Access Service (RAS), or other dial-up facility, will need to be set up on the system.

Finally, the Palm Pilot device itself requires some configuration, which is illustrated in Figure 3. All of this is accomplished via the HotSync utility found on the device (which was updated earlier in the process). Configuration occurs via the tool's Options menu. The Primary PC Setup item brings up the dialog illustrated on the left in Figure 3 and offers an alternative method for specifying the location of the primary computer with which this device should be synchronized. Also, we need to specify a network HotSync via the LANSync Prefs menu item; the resulting dialog contains two buttons for selecting a network-based or local HotSync operation (labeled LANSync and Local HotSync, respectively).

Additional configuration steps depend on the connection method. If the Palm Pilot is to be directly connected to the HotSync server, then the Local button on the utility's main screen must be selected and the pop-up menu below the HotSync icon should be set to Direct Serial.

Figure 3. Configuring the Palm Pilot for a Network HotSync

3con

Palm II

Principle Configuring The Palm II

Principle Configuring The Nation

Palm II

Principle Configuring The Nation

Palm II

Palm

## **NT**egration

If a dial-up connection is to be used, it needs to be set up via the utility's Modem Sync Prefs and Connection Setup menu items. The former should be set to Network, and the latter should be set to whatever connection method is appropriate (see the Palm Pilot documentation for full details). In addition, the Modem button on the main screen should be selected and the two additional fields that appear below the HotSync icon should be used to specify the phone-dialing and user authentication settings required to make a dial-up connection to the network.

The two screens on the right in Figure 3 (Page 35) display the resulting dialogs and illustrate typical settings used for a Windows NT RAS connection. The upper dialog specifies that a) username Chavez will be used for the RAS connection, b) a prompt will be issued for the password at connection time and c) a Palm Modem will be used as the connection device, dialing the specified telephone number. The lower dialog displays additional settings, which may be used to further customize the phone-dialing procedure.

The network HotSync facility is reasonably sophisticated in its ability to locate the target primary computer system. It includes the Palm Name Resolution Protocol (PNRP), which attempts to locate the specified computer in several ways (attempted in increasing order of complexity): through direct communication, via a broadcast to the appropriate subnet, or by contacting a Domain Name System (DNS) server and scanning plausible local subnets (used when no subnet mask has been specified). The Palm Pilot Web site also offers a docu-

ment for systems administrators who need to set up this facility, which describes the PNRP protocol and also includes an excellent troubleshooting section.

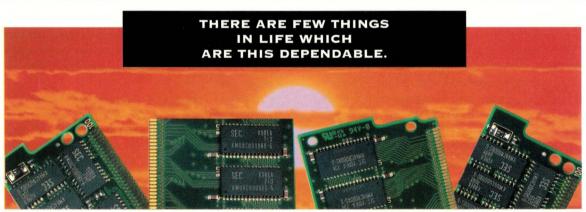
Note that once you've taken the time to set up a HotSync server, any number of users can take advantage of it (because no user-specific information is required on that system).

The final wrinkle in this process occurred when the user informed me that he wanted to use different HotSync methods at different times. This is not a problem, but it was necessary to ensure that he knew how to reconfigure his Palm Pilot unit to select among the various HotSync options. As is frequently the case, user education is the first and last step in solving any systems administration problem.

#### **How About You?**

I'm sure many readers have equally interesting tales to tell about unusual requests they have faced. If this is true for you, please drop me a line by email telling me about it. I'll share any particularly good ones in a future column.

Æleen Frisch is systems administrator for a very heterogeneous network of UNIX and NT systems. She is also the author of the books Essential System Administration and Essential Windows NT System Administration (both from O'Reilly & Associates Inc.). In her (almost nonexistent) spare time, she enjoys painting and lounging around with her cats, Daphne, Susan, Talia and Lyta. Email: aefrisch@lorentzian.com.



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#### by Jeffreys Copeland and Haemer



*"Plus ça change, plus c'est la même chose."* – The French

"Vive la différence."

– Also the French

## Sex

ur question for the month is, "Why is sex always the same?" (You may not infer anything from this question about the quality of either Jeff's social life. Shame on you. Now, read on.)

In elementary school, we're taught that one *X* and one *Y* chromosome makes you a man, and two *X* chromosomes make you a woman. This is (mostly) true in humans. Actually, it's (mostly) true in mammals. Move outside mammals, though, and it's a brave old world. Birds are just the opposite: roosters are *XX*, hens are *XY*, for example. (In the literature, the sex chromosomes from such "backwards" systems are called *W* and *Z*, so that a rooster would be *WW* and a hen *WZ*, but that's just a mnemonic device.)

Sex in butterflies is done just like sex in birds, but fruit flies are like us. Well, sort of. Girl flies are XX and boy flies are XY. Fly into the odd corners of the Drosophila personals ads, though, and differences emerge. In mammals, having

a *Y* chromosome makes you a male: people with two *X*'s and a *Y*, Klinefelter's syndrome, are male; people with one *X*, but no *Y* chromosome, Turner's syndrome, are female. In flies, it's just the opposite, two *X*'s makes you a female: *X0*'s (flies with one *X* and no *Y*) are boys and *XXY*'s are girls.

Sure, this will win you points in Trivial Pursuit (Sex-Determination Edition), but so what? Think for a second: How could you ever turn one system into another?

(And how in the heck will the two Jeffreys turn this into a software column? Patience. We'll get there. Relax and enjoy the ride.)

This is a wonderful puzzle. Sex is very important; species that don't reproduce successfully suffer instant extinction. Yet, though flies and butterflies share a common ancestor (which must have had some sex-determination scheme) they've managed to evolve completely opposite ways to decide what sex they are. We're much closer

to birds than either of us is to insects, but our sex-determination scheme is the same as the fly's investigating the bottle of homebrew next to our terminal. Both are completely backwards from the system used by the magpie squawking outside our window, or the sphinx moth getting ready to pop out of the pupal case we're keeping on our windowsill.

Oh, but life gets weirder.

Praying mantises, which we enjoy in our gardens, have one *X* and several *Y* chromosomes. That is, females have two *X*'s, while males have one *X* and a handful of distinct *Y*'s—each *Y* is different, and every male has one of each kind.

Other species turn this on its head and have several different *X* chromosomes, but only one *Y*. Each female may have, say, three different pairs of *X*'s, while her mate has three *X*'s and a single *Y*.

Some animals, like the voles getting ready to hibernate as we write this column, have gotten rid of their *Y*'s completely: one sex has two *X*'s and the

other has one. Each of the spiders that invade our office has several *X* chromosomes. Females might have six, while males have three—but no *Y*. The ants trying to take up residence in our kitchen are odder still: they have no sex chromosomes at all. Females have two of every chromosome; males have only one of each.

But there's a constant thread running through all of this. Despite this wild diversity, there are always exactly two sexes: male and female. One has one sex-chromosome makeup, the other has a second. Also, one sex makes two kinds of gametes (germ cells) in equal numbers, and the other only makes one. All human (or fly) eggs have an *X* chromosome, but each Jeff makes two kinds of sperm: *X* sperm and *Y* sperm. On the other hand, if we were birds, we'd only make one kind of sperm, but our mates would make two kinds of eggs.

In spiders with three sets of X chromosomes, spider moms always make eggs with three X's, while spider dads make sperm that have either three X's or no X.

Ants, bees and wasps take this to an extreme. Effectively, every chromosome is an *X*: an egg has one full set of chromosomes. Fertilized eggs (ones that get an additional full set from dad) become daughters, unfertilized eggs (ones that get no set from dad–effectively, an "empty sperm") become sons.

"Stop," says the one of us trained as an engineer. "I'm missing something. If it's an empty sperm, what triggers the 'life starts' magic? Or is that a religious question beyond this column's scope?"

"You're missing nothing," the geneticist replies. "It's done with mirrors. There are lots of interesting consequences, but they're more than we need to set up the problem."

The regularity means that when you mate a male and a female, you get two kinds of offspring: sons and daughters. And the production of equal numbers of two kinds of gametes by one sex means that there are the same number of sons as daughters.

A good rule of thinking about nature is, "When something's constant, look closer: it might be important." Why is sex always the same?

## The Exception that Proves the Rule

Here's another good rule of thinking about nature: "The exception proves the rule." If something's odd, look closer, it may help you understand the norm. During a casual afternoon in the dusty stacks of his local university library, Haemer stumbled on a report that one population of Central American fish—a swordtail, for you tropical fish types—has three different flavors of sex chromosomes: an *X*, a *Y* and a *Z*. Here's how sex-determination works:

- 1. Each individual only has two sex chromosomes: XY, YZ, XZ and so on, but not XXX, XYZZ, or anything else with more than two.
  - 2. If you carry a Z, you're a female.
- 3. Otherwise, if you have a *Y*, you're a male.

This gives us these possibilities:

Chromosomes	Sex
YY	Male
XY	Male
XX	Female
YZ	Female
XZ	Female

What about ZZ? Can't happen. A ZZ would have to get a Z from mom and a Z from dad. But swordtails with Z's are never dads.

This is very different system with lots of odd pairings. XX x YY, for example, gives all sons, while three-quarters of the offspring of XZ x XY will be daughters.

(Yes, this is very strange. It simply adds to our respect for J.B.S. Haldane, the father of theoretical population genetics, who observed that life is not just stranger than we imagine, but

```
Listing 1. The Mendelian Factor
   #!/usr/local/bin/perl -w
   # $Id: Mendel.pm,v 1.5 2000/01/06 02:39:48 jsh Exp $
   package Mendel;
   use strict;
   use vars qw($VERSION @ISA @EXPORT);
   require Exporter;
   @ISA = qw(Exporter);
   @EXPORT = qw(cross gametes genotypes zygote);
$VERSION = "1.00";
8
  use Nhash;
   sub cross {
   my ($f, $m) = @_;
   my %cross;
  my @fg = gametes($f);
  my @mg = gametes($m);
$f = 1/(@mg*@fg);
   foreach my $fg (@fg) {
18
     foreach my $mg (@mg) {
19
        $cross{zygote($fg,$mg)} += $f;
20
21
22
    new Nhash %cross;
23
24
   sub gametes {
25
    split //, shift;
26
   sub genotypes {
28
       ($type, %phenes) = @_;
29
    my @list;
30
    foreach (keys %phenes) {
31
     push @list, $_ if $phenes{$_} eq $type;
32
33
    @list;
34 }
```

stranger than we can imagine.)

Hmm. So why don't more species have this array of options, or for that matter, others?

#### **Three Hypotheses**

We can suggest three hypotheses for this sexual monotony.

First, maybe all equilibrium states have only two sex chromosomes.

If we start out with a certain proportion of each type and let random mating happen over many generations, what will be the ratios of the different types at equilibrium?

Perhaps all such equilibria eliminate all but two of the sex chromosomes. If so, we've caught a species in transition from one sex-determining system to another.

Second, maybe there are equilibria with all three chromosomes, but they're unstable.

This is subtly different from the first hypothesis. To see the difference, consider an *XX/XY* system, which has a very stable equilibrium. Even if hunters kill 90% of elk stags in the fall, moving the sex ratio to 10-to-1, the sex ratio of calves the following spring will be 50-50.

Imagine, however, some more complex system that produces reasonable equilibrium frequencies so long as the frequencies of each type stay within a narrow range, but wanders off into never-never land if there is heavy predation on one type. Maybe we've caught a system that will stay like this for a while, but is ultimately fated to become a two-chromosome system.

Third, maybe there's a stable equilibrium, but the sex ratio isn't 50-50.

Why would this matter? In the 1920s, Sir R.A. Fisher, father of modern statistics (Fisher invented, for example, the variance), advanced the following, subtle argument: Imagine a species with a vast excess of females. The average father has many more children than the average mother. Next, suppose one father carries a mutation that gives him a higher proportion of sons than average; such a father will have more grandchildren than the other males of his generation. Because this means he'll pass more copies of his genes on to future generations than his contemporaries, the muta-

```
sub zygote
    my (\$mom, \$dad) = @
36
37
     return $mom 1t $dad ? $mom . $dad : $dad . $mom;
38
39
   1:
40
    --END--
41
    =head1 NAME
   Mendel - Simple Mendelian genetics
43
    =head1 SYNOPSIS
     use Mendel;
44
     @g = gametes('XY');
print "gametes of 'XY' are @g\n";
45
46
     @z = zygote('X', 'Y');
print "fertilizing 'X' with 'Y' gives: @z\n";
48
     my %sexes = (XY => 'M', XX => 'F');
my @males = genotypes('M', %sexes);
print "males are @males\n";
49
50
51
     $a = cross('AA', 'Aa');
print "crossing 'AA' and 'Aa' gives: $a\n";
52
53
    =head1 DESCRIPTION
55
     Mendel.pm provides operations of simple Mendelian genetics.
56
     This is where the descriptions of the individual operators go.
57
   =head1 AUTHORS
    Jeffrey Copeland <copeland@alumni.caltech.edu>
59
    Jeffrey S. Haemer <jsh@usenix.org>
   =head1 SEE ALSO
60
61
       perl(1) Nhash(1)
62
   =cut
```

tion he carries will spread through the species, increasing the proportion of males in the population.

If there is an excess of males, the argument goes the other way. These combine to select for systems with a 50-50 sex ratio.

A normal XX/XY system gives a 50-50 sex ratio: half sons and half daughters. Does this choose-two-out-of-the-three-candidates system give us a 50-50 sex ratio? If not, then natural selection will select for changes in the sex-determining system.

At last! Questions we can answer with a program. Time for software.

## What Do You Get When You Cross...

Rather than brute-force simulating the sex ratio, and its changes from one generation to the next, we'll begin by making a small module to do arbitrary Mendelian crosses (see Listing 1). Lines 1 through 9 are relatively straightforward. You'll find them, or ones like them, in many modules. Take a look at the perlmod documentation for details.

Line 10 brings in the Nhash.pm module, which we use to handle numeric hashes (hashes in which the keys are strings, but the values are all numbers). We'll go through the code for this in some detail next month. For now, we'll say that our module needs this because the function cross() takes a pair of parental genotypes as its input and returns a hash containing the different types of offspring and their individual frequencies. The remaining lines define four simple functions:

- cross() (see above).
- gametes () which lists the gametes produced by a genotype.
- genotypes () which lists the genetic types that correspond to a particular "look" or phenotype.

 zygote() – which shows what you get when you fertilize a sperm with an egg.

Does it work? Listing 2 shows the test program stolen from the documentation, lines 44 through 53, followed by its output.

#### Promises, Promises...

Next time, we'll show you Nhash.pm and use Mendel.pm to solve the problem we posed. This gives you a whole month to think about it.

Meanwhile in the corrections department, two astute readers, M. Leo Cooper

and Franklin P. Witte, noticed in our January column ("Calendar Pages," Page 43, http://sw.expert.com/C9/SE. C9.JAN.00.pdf) that we managed to define the most familiar mathematical constant in the world to be 3.1415929... instead of 3.1415926.... They caught an error that has been in that code for nearly a decade, and we thank them.

Until next month, happy trails. -

Jeffrey Copeland (copeland@alumni.caltech.edu) is currently living in the Pacific Northwest, where he spends his time writing UNIX software in a large development organization and fighting damp rot.

Jeffrey S. Haemer (jsh@usenix.org) works at QMS Inc. in Boulder, CO, building laser printer firmware. Before he worked for QMS, he operated his own consulting firm and did a lot of other things, like everyone else in the software industry.

Note: The software from this and past Work columns is available at http://alumni.caltech.edu/~copeland/work or alternately at ftp://ftp.expert.com/pub/Work.

```
Listing 2. Test Program

#!/usr/local/bin/perl
# $Id: t0,v 1.3 2000/01/06 02:40:36 jsh Exp $

use Mendel;

@g = gametes('XY');
print "gametes of 'XY' are @g\n";

@z = zygote('X', 'Y');
print "fertilizing 'X' with 'Y' gives: @z\n";

my %sexes = (XY => 'M', XX => 'F');
my @males = genotypes('M', %sexes);
print "males are @males\n";

$a = cross('AA', 'Aa');
print "crossing 'AA' and 'Aa' gives: $a\n";

And here's its output:

gametes of 'XY' are X Y
fertilizing 'X' with 'Y' gives: XY
males are XY
crossing 'AA' and 'Aa' gives: (AA => 0.5, Aa => 0.5)
```



## Java Class

by Jim Frost

## Postal: You Have Mail

n this our fourth installment in the construction of Postal, an Internet Message Access Protocol (IMAP) client, we finally get to the point where we can actually read an email message.

The complete code for this month's column can be found at ftp://ftp. expert.com/pub/JavaClass/03. 2000/postal.tar. This implements several more pieces of functionality: the message folder selector in the leftmost pane, message selection in the topright pane and message body viewing in the lower right pane. This results in a version of Postal that can be used to browse an entire IMAP message store, although it does a poor job of handling Multipurpose Internet Mail Extensions (MIME) messages, so you'll want to avoid looking at things with attachments (especially large attachments).

Owing to space considerations we will only cover the code to select a message and view its contents this month. Next month, we'll look at how the FolderSelector uses the JTable

component to allow the user to walk through the IMAP folder tree.

Up to now, Postal has been using Swing running in backwards-compatibility mode with Java Development Kit (JDK) 1.1.x. This was largely because I do most of my development on Linux and the Java 2/JDK 1.2 port has long been a work-in-progress on Linux. Recent releases of the Linux JDK 1.2 from the open-source development group Blackdown (http://www. blackdown.org/java-linux/) were approaching production quality, but had nagging bugs, particularly in the Just-In-Time (JIT) compiler. All this changed in December, when Sun Microsystems Inc. took the Blackdown effort, cleaned it up a bit and added a JIT compiler from Inprise Corp. The result is a Linux version of Java 2 that is both fast and robust, a tremendous step forward.

This news was not without a bit of political incorrectness, however. Despite the fact that most of the work on the

Linux port was done by Blackdown, Sun neglected to make any mention of that effort in the original press release (see http://linuxtoday.com/ stories/13385.html). This was such a breach of etiquette that I feel it should be mentioned even though Sun has long since apologized (see http:// www.computerworld.com/home/ news.nsf/all/9912083sunlinux). While I can only praise Sun for releasing source code (even with the tight restrictions of the Sun Community Source License, it's much better to have the code than not), it is something else to take the work of others and tout it as one's own. I can only hope Sun has learned its lesson and will henceforth give credit where credit is due, particularly when it gets the work for free.

Another reason for moving to JDK 1.2 is that Sun has finally produced a JDK with a working debugger. For the first time since Java hit the streets, the Java debugger is actually useful, and many third-party debuggers should now

#### **Listing 1. The MessageSelector Constructor**

```
public MessageSelector(Dispatcher dispatcher)
{
   MessageSelectorModel model = new MessageSelectorModel(dispatcher);
   JTable table = new JTable();
   table.setModel(model);

   // set the model up as the list selection listener for the table.
   // this is done because it knows how to convert the row indices
   // into Message objects for further delivery.
   table.getSelectionModel().addListSelectionListener(model);
   table.getSelectionModel().setSelectionMode(
        ListSelectionModel.MULTIPLE_INTERVAL_SELECTION);
   setLayout(new BorderLayout());
   add(new JScrollPane(table), BorderLayout.CENTER);
}
```

work much better as well. I can't tell you how happy that makes me, debugging with System.out.println() got tiresome back in 1995.

In celebration of this turn of events, and because there were some bugs in the JDK 1.1-compatible Swing library we have been using so far that affected this month's code, this column marks the point at which we abandon JDK 1.1 in favor of Java 2. Fortuitously, this allows us to make use of the new collection classes that became standard in Java 2.

#### Eanie, Meanie, Minie, Moe

Last month, we put together a table model that would pull message summary information out of a JavaMail message folder for display in a JTable. This month, we go the next step, enabling the ability to select a message from the JTable and see its contents

in the message view frame.

Swing components manage selections using a selection model. It's the job of this model to keep track of what has been selected and to notify any concerned objects of changes in the selections. In theory, this is a nice way of allowing users to drop in their own selection policy management and handling. Unfortunately, the implementations do not always live up to the promise of the design, and nowhere is this more true than the standard selection model for the JTable component. You'll see what I

mean as we work through the code to handle selections.

The first thing we need to do is set up a component to listen for selection events from the MessageSelector's JTable. We do this in the MessageSelector constructor shown in Listing 1.

You might be wondering why I chose to register the MessageSelector Model as the event listener. Well, the JTable maintains the selection information as a set of indices into the table. This is rather inconvenient for most of the application; most things aren't interested in which table rows are selected, but rather the messages they represent. The table model maintains the mapping between the row number and the message it represents, so it is natural to have it listen for the event, convert it into the appropriate Message object and send

a new event containing the reference to the Message object.

Listing 2 shows the implementation of the ListSelectionListener interface that handles the selection event coming from the JTable's selection model. It is here that we start seeing the warts in the selection mechanism.

First, notice that the table's selection model is a ListSelectionModel. You have to wonder why a two-dimensional table is using a one-dimensional selection model. This model maintains only the row selections; there is another, part of the TableColumnModel, that maintains the column selections. There is no externally visible model for maintaining cell selections. This design is worse than odd, it's nonsensical. Luckily, we're not interested in individual cells but rather whole rows, so this selection model works reasonably well for us.

If only that were the only poorly designed part of the selection system. Ordinarily, when you receive an event you expect the event to contain useful information for handling the event. This would appear to be true of the ListSelectionEvent, but in truth it's not. The index information in the ListSelectionEvent is completely worthless; if you inspect it while changing the selection back and forth between two rows, you'll see that the information is often identical despite the fact that different components are being selected. As a result, the ListSelectionEvent is

## Listing 2. ListSelectionModel Implementation in MessageSelectorModel

```
public void valueChanged (ListSelectionEvent event)
{
  if (messages == null) {
     dispatcher.fireMessageSelectionEvent(null);
     return;
}
ListSelectionModel selectionModel = (ListSelectionModel) event.getSource();

// Collect all the selected messages
ArrayList selectedMessages = new ArrayList(8);
for (int i = 0; i < messages.length; i++) {
     if (selectionModel.isSelectedIndex(i))
          selectedMessages.add(messages[i]);
}

if (selectedMessages.size() == 0)
     dispatcher.fireMessageSelectionEvent(null);
else
dispatcher.fireMessageSelectionEvent(selectedMessages);
}</pre>
```

#### Java Class

only useful for indicating that the selection has changed; you have to determine what changed some other way.

Fortunately, the selection model implements methods that make it possible to ask about the selection status. Unfortunately, it doesn't have something so convenient as a method to retrieve the whole set of selected rows at once. We do this ourselves by simply looping through all the rows and accumulating the Message object for each row that is marked as selected. This is not particularly efficient, but it gets the job done and works well enough for what we need. Once we have a set of all the selected Message objects, we call Dispatcher.fireMessage SelectionEvent() to tell everyone about it.

#### A Pocketful of Objects

Notice that we accumulate the Message objects using an Array List. This is one of the new collection classes that was introduced in Java 2. It provides essentially the same functionality as the Vector class, but is somewhat more efficient.

Java 2 contains a number of interfaces for generic collection types, including List (an ordered collection), Map (a collection whose elements are indexed by a key) and Set (an unordered collection). There are different implementations of each—for instance, ArrayList and LinkedList—so that you can pick an appropriate implementation for the task at hand. This is a drastic improvement over the very limited collection capabilities of JDK 1.1 and earlier.

It might be more architecturally clean to use a Set instead of a List to notify MessageSelection
Listeners; after all, selections are not really ordered. One limitation of the Set collections is that there is no way to iterate through them without creating another object—either an array of the objects in the set, or an Iterator object. Generally speaking, I like to avoid the creation of unnecessary objects, particularly in code that will be exercised a lot, so I opted for the ArrayList because iteration can be managed by indexing into the array.

```
Listing 3. The MessageViewer Class
public class MessageViewer
  extends JscrollPane
  implements MessageSelectionListener
  private Dispatcher dispatcher;
 private JEditorPane editor;
  // Constructor //
 public MessageViewer(Dispatcher dispatcher)
         this.dispatcher = dispatcher;
         dispatcher.addMessageSelectionListener(this);
         editor = new JEditorPane();
         setViewportView(editor);
  1111111111111111
  // Methods //
  * Clears the contents of the panel.
 private void clear()
         editor.setText("");
  // MessageSelectionListener implementation //
  * Populates the panel with the contents of the selected message.
  public void messageSelected(ArrayList messageList)
          if (messageList == null) {
             clear();
             return:
          if (messageList.size() != 1) // ignore multi-row selections for now
             return;
          clear();
          Message message = (Message)messageList.get(0);
          // Retrieve the message contents by requesting an InputStream
          // data source and reading it into the editor component.
          InputStream messageData = null;
          try {
             messageData = message.getDataHandler().getInputStream();
             editor.read(messageData, null);
          catch (IOException e) {
             dispatcher.fireErrorEvent(e);
          catch (MessagingException e) {
             dispatcher.fireErrorEvent(e);
          finally {
             if (messageData != null) {
                      try {
                          messageData.close();
                      catch (IOException e) {}
```

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#### Java Class

Now, Java purists will say that I shouldn't worry about creating temporary objects because they're cheap. There's some truth in that, but practically speaking, most Java applications spend a lot of time in the heap allocator and garbage collector. Until Java Virtual Machines (JVMs) improve to the point where this is not the case, it's advisable to avoid creating lots of throw-away objects.

#### The Envelope, Please

Now that we have the message selector firing off selection notifications, we need to listen for them and display the message contents. This is the job of the Message Viewer shown in Listing 3 (Page 43).

At the moment, the Message Viewer is as simple as we can make it: it's a JScrollPane with an embedded JEditorPane. Its constructor stitches the two together and registers itself with the Dispatcher as being interested in message selection events.

From there on in, all control of the MessageViewer is via events sent from the Dispatcher to the Message SelectionListener interface. All of the dirty work is performed by the messageSelected() method. It clears the JEditorPane if the selection is cleared and fills it with the message's contents when a new message is selected.

In the future, this method will have to inspect the message to handle various message types and attachments, but that is for another day. In this first implementation we just get an InputStream for the message body and read it into the JEditorPane using the very convenient read () method.

#### Let's Put this One to Bed

Next month, we will investigate the FolderSelector panel, which is a JTree and associated Model objects. With that functionality in place, we have a fairly complete IMAP message browser and we can start working on the dialog boxes and other frills that will make Postal look and feel more like a product and less like a prototype. -

Jim Frost is a software engineer specializing in Java technologies and strong opinions. He may be reached by email at jimf@frostbytes.com.



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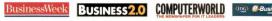
























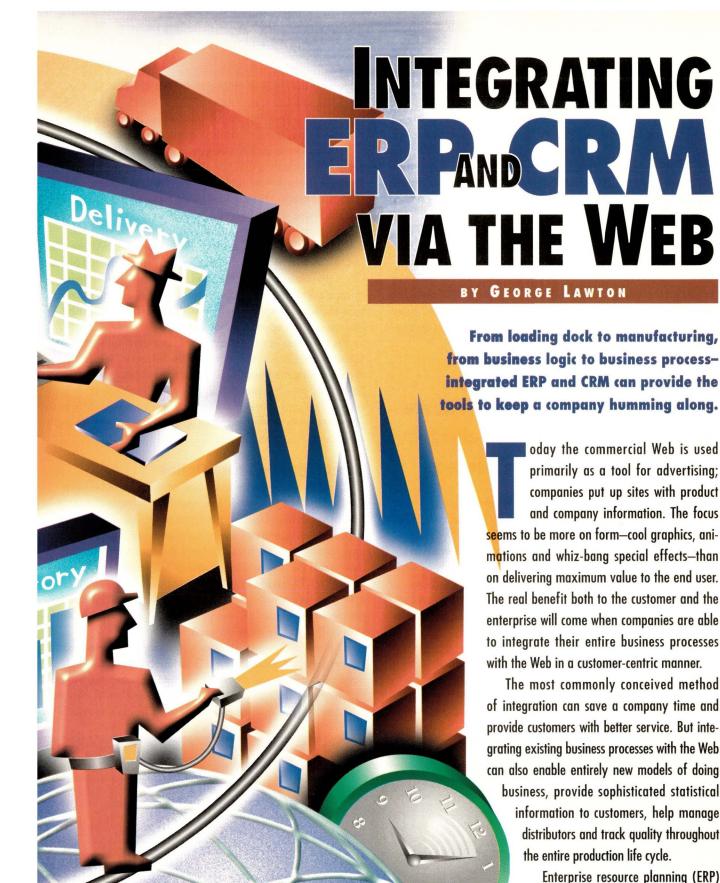












systems enable a company to track the flow of goods throughout the organization from raw materials to inventory levels. When

these kinds of capabilities are integrated with the Web, it makes the whole production and delivery process transparent. It simplifies the process of finding out what is holding up deliveries and, when coupled with knowledge management systems, can be used to determine overall bottlenecks to the process of delivering goods and getting paid for them. When these kinds of applications are made available on the Internet, it enables customers to answer those nagging questions on their own, without burdening internal employees.

Tom Straub, chief executive officer of Interlink Communication Systems, a Clearwater, FL-based computer equipment reseller, says his sales people used to spend the beginning of each day answering questions from the previous day's customers about the status of their shipments. Now that the company has made this information available on the Web, 90% of these queries are answered online, freeing sales staff to focus on generating additional revenue.

The most straightforward model of integration between ERP, customer service and Web elements is simply the extension of an existing business into cyberspace.

Customer relationship management (CRM) systems enable a firm to provide specific services to each individual customer. At one end, it may just involve creating a dynamic Web page that shows customized pricing and products based on a user's location, status and preferences. At a much more sophisticated level, it could be used to create a personalized one-to-one experience to give the customer a sense of being cared for and to open up new marketing opportunities based on the preferences and history of the given customer.

David Volpe, vice president of product marketing and management at Cambridge, MA-based Art Technology Group (ATG) says, "Today, what happens is that companies expose their applications in a sort of silo approach. If you need support, you are talking to the support group. If you are talking

to sales people, you are talking through a different channel. There are all these channels into the back-end systems. What we believe is happening is that companies have to evolve to provide a seamless view of the company to the customer."

ATG software enables a company to gather information about a customer's preferences and surfing patterns in order to deliver a one-to-one shopping experience tailored to surfers' individual needs. "Now when you do cross-selling and up-selling, it is based on my history as a customer," Volpe explains.

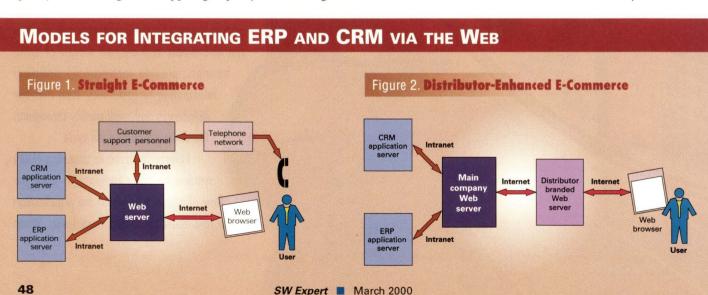
All of the major ERP vendors, including Baan USA Inc., Santa Clara, CA, PeopleSoft Inc., Pleasanton, CA, SAP America Inc., Newtown Square, PA, and Oracle Corp., Redwood Shores, CA, have begun adding CRM and Web capabilities to their existing products. In addition, a number of smaller tier players have introduced products with CRM and ERP functionality built-in as an integrated package.

Dirk Gorter, vice president of business development at Compuware Corp., Farmington Hills, MI, says, "It is not just Web-enabling the business, it is really about being able to integrate all of your business processes across all of these environments. The approach we take is componentizing the different pieces and then assembling them again to make sure they really support your business process."

#### **Extending the Store Online**

The most straightforward model of integration between ERP, customer service and Web elements is simply the extension of an existing business into cyberspace. Ideally, you want to provide a single space where customers can shop and gain information from back-end systems about recent orders and their status (see Figure 1). For example, Interlink has integrated Fargo, ND-based Great Plains Software Inc.'s Dynamics ERP application with the Web and a sophisticated customer interface to enhance the sales process and enable its existing sales staff to handle more business.

The application incorporates accounting, warehouse management and tracking of orders from the company through freight forwarders and shippers. This enables customers to buy products over the Internet, view order and account status and drill down to the smallest level of detail. The basic system is



based around Microsoft Corp.'s back-end software and uses a Component Object Model (COM) infrastructure for communication between components.

The company is also in the process of integrating its Gold Mine CRM software with an automatic call distribution system linked to the Web. This system will enable potential customers to click a button on the Web site and be connected to a live sales representative within seconds.

"We set out to take a very large, very robust information site we were maintaining on the Internet and convert it to a commerce site. My inclination was to make it as simple as possible. We did not want to gut the application and replace

it. As we got closer to what we wanted, the only way we could provide the features we wanted was to build some kind of bridge and make it part of one total system," Interlink's Straub says.

Merging these pieces together was not easy, which in a way is good, Straub says, because there are tens of thousands of resellers like Interlink and this process serves as a sort of barrier to additional competition in this realm. The challenges were both technical and financial. The company has invested

more than \$1 million in getting the commerce site fully integrated and operational. But now that the basic infrastructure is in place, Interlink will be able to use it to launch other ventures. For example, Interlink is getting ready to launch <a href="http://www.govstore.com">http://www.govstore.com</a>, a Web site for federal, state and local government purchasing.

The basic http://www.interlinkweb.com site itself has been up for one year, and during that time, the company has transitioned 20% of its business to self-service sales. Furthermore, 90% of routine questions about shipments are now handled online. "If you call one of our agents, they just look it up on the system. You are using a human being as a computer peripheral," Straub says. "The customer can see every detail themselves without bothering my sales person."

Straub believes a lot of folks will fail because they'll launch their business as a purely online venture. "You need to view the new world and old world together. I think we are on the verge of a culture shift of how we push a product. It is not just the 'Amazon.com order' online mode. It is a blend of computers with real live human beings."

#### **Enabling New Business Models**

By integrating ERP capabilities with sophisticated customer interfaces, wholesale companies can open up new models of sales and distribution (see Figure 2). For example, Advanced Tachyon Technologies, Santa Rosa, CA, wholesales health supplies and equipment to more than 4,000 distributors around the globe. It wanted to create a Web site that would enable dis-

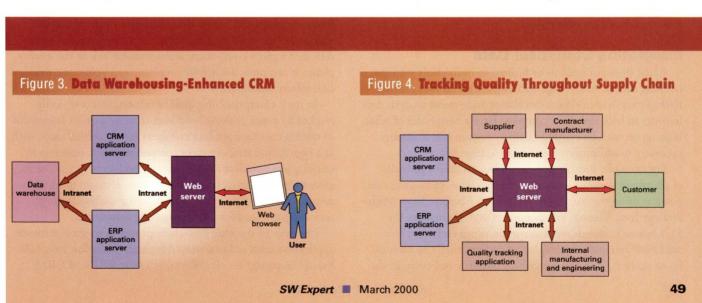
tributors to sell its products online, without fear of losing customers directly to Advanced Tachyon or other distributors.

The company has set up a Web site (http://www.planet-tachyon.com) using e-commerce software from Maestro Commerce, Westmont, IL, that enables customers to place orders from any of the distributor's customized Web sites. Each of these sites has the same information as the main site, but contains their distributor's own logo and design. Once a customer has

purchased something from a particular distributor, every time they buy something else, the distributor gets a commission regardless of whether the customer goes to another distributor's Web site or the main company site. The Maestro application is available for sale, or as a hosted application for \$500 per month.

In addition, some distributors, such as massage schools or alternative healers, carry a number of products that are not part of the Advanced Tachyon line. All of these can be listed on the distributor's Web site, and Tachyon notifies the distributor when an order for one of these products is made. Furthermore, the Web site is customized for each user, depending on their chosen language, currency and location. Only items stocked within one of the closest distribution centers are listed on the dynamically generated Web page.

Once a set of items is ready to be purchased, the site rec-



ommends other items that have been purchased by people with a similar mix of items in their shopping basket. The idea is to help sell customers on products that they may find useful for their needs but had not thought about, the company says.

This is such an incredibly powerful model that could be used for everything from high-tech goods to household items. In the bricks-and-mortar world, companies may be unwilling to advertise their wholesaler's Web site for fear of losing business to the Web. But if each store can be assured a commission on sales to existing customers, they are more likely to advertise the wholesaler's site. Consequently, the customer could have access to a much wider selection of goods than might be displayed in the typical storefront, and both the wholesaler and retailer could be assured of increased revenue.

"The application gives a Web interface to not only the commerce transactions, but to how you interact with the data and how you build relationships on the Web," says Eric Shishko, president of Maestro Commerce.

Another potential application of ERP/CRM integration with the Web lies in tracking quality of service issues from a product's creation, through deployment and use.

David Wagner, chief executive officer of Advanced Tachyon says, "Our challenge was to see what motivates the distributor to selling and what causes them to stop or back off. They worry about market share and how it is stolen and how big customers migrate to larger distributors or the manufacturer." Wagner adds that Maestro Commerce played a key role in enabling this new model of distribution and customization.

Wagner also advises other developers: "Know your customer and know the barriers they will have in front of them and solve them before they ever see the problem. Learn to talk directly to the customer and not the audience. Most Web sites don't take into consideration that the person they are talking to is an individual and is there for one particular reason. They use a kind of shotgun effect, instead of taking people to what they need based on who they are."

#### **Integrating Statistical Data**

CRM does not need to be limited to individuals who are tracking orders. At the high end, organizations that provide multiple services to clients can also provide trend-analysis data in order to help the client company have a better idea of what is going on with its existing buying program and make any necessary modifications (see Figure 3, Page 49).

For example, Prescription Solutions, an online provider of pharmacy benefits services (http://www.rxsolutions.com), is using the Intelligent E-Business Platform from Micro-Strategy Inc., Vienna, VA, to more effectively manage the \$1.5 billion it spends on prescription drugs each year. It is used both internally by employees and externally by customers to analyze physician prescribing patterns and costs. In the

process, Prescription Solutions expects to better manage pharmacy trends, lower healthcare costs and provide better services for customers.

"Our belief is that we needed an e-business solution to more effectively manage the one and a half billion dollars that we spend on prescription drugs each year," says Paul Miller, chief financial officer of Prescription Solutions. "The system is not only ensuring that our members receive the appropriate medications, but it is also saving us money, which we consider icing on the cake."

The Web application allows users, including pharmacy directors, physicians, medical group directors, managed care executives and consultants, to access more than 75 predefined reports that contain relevant and timely information to implement corrective measures. Users can also create custom reports that track specific areas of concern and call up data from anywhere in the world.

This information can include information about drugs, or trends in drug use by members in order to track the impact of various pharmacy programs. "The better we understand what is driving pharmacy expense—be it utilization, dosage creep or price—the more able we are to address [HMO] benefit design and structure early in the process. This is the kind of valuable insight that is resulting in better care for our members and lower healthcare costs," Miller says.

Before deploying MicroStrategy's software, Prescription Solutions had a difficult enough time doing the analysis on its own, much less making it available to customers in a customizable and timely way. "Previously, when we tried to understand why pharmacy costs were going up in a certain drug category, we had to perform labor-intensive and time-consuming analysis that took weeks or months. By the time we began the analysis, the data was one or even two months old. Using Micro-Strategy Web, it now takes us hours to analyze the data and get answers," Miller says.

#### **Tracking Quality of Service**

Another potential application of ERP/CRM integration with the Web lies in tracking quality of service issues from a product's creation, through deployment and use (see Figure 4, Page 49). In the production of any goods, there are many different variables and inputs that can affect the final product and its use for years into the future. If a company can ascertain that a given component is the weakest link in the quality chain, it can proactively find a replacement before the weak link affects customers.

In most enterprises, this kind of information is typically tracked by paper, making it difficult to make a quick assessment of what is causing a product's failure. Only in certain cases, such as a high failure rate, can most companies devote resources to tracking less significant but important problems. If a problem emerges with a particular production run, it might not be evident for years, and only after a painstaking analysis through reams of paper and lots of embarrassing complaints.

One way of tracking this whole process is to use a software application such as Datasweep Advantage from San Jose, CAbased Datasweep Inc. It collects data from ERP and CRM

systems throughout a product's entire life cycle to help design engineers, production engineers, field engineers and customers track the parts and processes that go into a product and help solve problems both proactively and retroactively.

One of the first companies to deploy this new software has been Intuitive Surgical Inc., Mountain View, CA. The company makes the da Vinci Surgical System, which is used to perform minimally invasive surgery deep inside the body through a small hole (1 centimeter vs. 30 centimeters for heart surgery, for example) and a virtual reality interface. Quality control for such a complex system is absolutely critical.

Intuitive's entire manufacturing process system is currently controlled by three key applications: A product change collaboration system called Agile Workplace from Agile Software, San Jose, CA, which specifies current design parameters; a product ordering and inventory management tool called MFG/Pro from QAD Inc., Carpinteria, CA; and Datasweep Advantage, which automates the manufacturing and parts tracking process. Although the three applications use different back-end databases, they do share information with one another.

Before Datasweep, Intuitive used a manual system to track the manufacturing process, record anomalies and record the configuration information indicating the serial and lot numbers of parts that went into a given surgical instrument. Don Chamberlain, document control manager at Intuitive Surgical says, "This created a mountain of paper. It was fine as far as keeping a record goes, but it was clear to me that this was not a very good workable long-term solu-

tion. We had a problem with legibility of serial numbers and the sheer mountain of paper."

At the end of the build process, the manufacturing supervisors and a quality engineer would audit the paper to make sure all of the proper fields had been filled out. But this audit never actually did any kind of evaluation on the process or parts that went into a product because it was too cumbersome.

Chamberlain explains, "Since it was on paper, it is not useful. You could not do any analysis without a tremendous amount of clerical work to extract some useful information."

For other people anticipating the deployment of a similar system, Chamberlain adds, "I am a big believer in rapid prototyping and getting the system running, and that is the approach we took. On the other hand, it would have been nice if we had the time and resources to have done a little more homework in figuring out exactly what our requirements were. If when deploying this you assigned some dedicated IS personnel and provided a chance to get everyone involved on the same page, that would make life a little easier."

#### **Scaling the Application**

Companies should be wary of just slapping a Web front end on an ERP application and calling it a day. Anne Thomas, editor-in-chief of Boston, MA-based research firm Patricia Seybold Group's *Distributed Computing Monitor* says, "The most important thing to remember is that ERP systems and the existing back-end systems were designed to support somewhere on the order of three to 300 concurrent users. They are not designed to support the volume of people on the Web.

#### **COMPANIES MENTIONED IN THIS ARTICLE**

#### Agile Software Corp.

1 Almaden Blvd. San Jose, CA 95113 http://www.agilesoft.com Circle 150

#### **Art Technology Group**

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#### Baan USA Inc.

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#### Datasweep Inc.

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#### **Great Plains Software Inc.**

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#### SAP America Inc.

3999 West Chester Pike Newtown Square, PA 19073 http://www.sap.com Circle 162

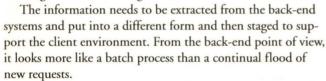


Providing a direct link is likely to overwhelm those back-end systems. You don't want to have 20,000 users logging into your SAP system."

Thomas recommends a tiered approach in which the Web server runs on a separate server and caches all of the data from the working ERP server. This way, only the changes need to be sent between the two servers daily, or hourly, and the ERP system is left to focus on its relatively smaller base of internal users running the native ERP applications.

The other problem with direct integration is that custom-

ers tend to have different needs from those of employees. "Chances are you are not going to be using the same interface and transactions that would be used by an internal user," Thomas says. Back-end ERP systems were not necessarily designed with the end customer in mind. "You need to create a mirror around it that can present data in different ways for the users," she says. "The customer is looking at it as a management or self-service tool for order tracking or account management."



John Wurfl, CRM evangelist at SAP America says, "Traditional ERP processes were resident on a single platform. Now we are going to an n-level mode, which means that I can have an infinite amount of processing depending on my IT architecture."

#### Adapting the Test Environment

Integrating ERP and CRM applications with the Web necessitates a new type of testing. Although the vendor of each product may have already done all of the functional testing to make sure the interface works as designed, it is common for companies to customize the application, which has the potential to introduce problems. Jim Hare, senior manager of product marketing at Sunnyvale, CA-based Mercury Interactive Corp., maker of Web-based testing and reporting tools, says, "The important thing about packaged applications is that people think they should be able to use them out of the box. The reality is that yes, the ERP vendors have already tested these systems, but customers rarely use them out of the box."

Another testing issue is that the interconnection between the different components creates data dependencies between the applications that can only be uncovered through rigorous testing or embarrassing customer complaints after the fact. "What you are trying to do is test the business process. Most customers will probably use the same customizations as SAP provides, but the most important part is the data dependencies. You might want to test those same business processes with a variety of input data," Hare says.

Load testing of all the different pieces working in concert is also important to ensure communication between the different components does not overwhelm the system. Hare says, "You really want to emulate a day in the life of the ERP/CRM systems. The more real-life planning that goes into it, the better the assessment."

Once the systems are deployed, Hare suggests that even an innocuous change could dramatically affect performance. You have to look at the combined effect of what is happening when people are doing CRM data entry and online transactions.

Another issue involves making sure the data into the system is flowing where it needs to correctly. "Testing becomes not

> just a one-time opportunity, but you also want to monitor the application even in production," Hare says.

He recounts how one company had set up a Web form to collect information from potential customers, only to find later on that leads were not getting fed into the CRM system. "It ended up being a complete disconnect. It was not until someone looked into it that they saw there were generating a lot of opportunities, but not closing any business," Hare says.

Even after the application is deployed, it's not a bad idea to test its performance periodically to determine what kind of experience the customer is having. This is important because thanks to advertising efforts, you might find that more customers are using the system than you had planned, or that growth was faster than anticipated.

#### Overcoming the Challenges

Janet Gould, analyst with Plant Wide Research, San Clemente, CA, sees many challenges in integrating ERP and CRM systems via the Web. First, there is the challenge of making the applications seamlessly work together. There will be companies that want to bring together applications that cannot, or should not, come together. This can be a major problem following a merger. "There are applications that are not really as compatible as others" she says. "The whole trick is finding an integrator that knows what is compatible with what, and not just because a vendor says they are."

Another challenge is that this is not just an information technology phenomenon. Gould explains, "An IT person is not going to just walk in and handle a telco center. They need to think about having specialists in more areas."

Gould stresses that integration between ERP and CRM systems is an issue that is going to be vital to the competitive nature of every company large and small and that it will be vital along the supply chain because customers' customers are going to be involved. "It is going to be a universal issue to all of the companies and they are going to have to deal with it in order to make sure they have a smooth operation," Gould says. -

George Lawton (http://www.glawton.com) is a writer, researcher and consultant based in Brisbane, CA. He has written for IEEE Computer, Knowledge Management Magazine, Software Magazine and Wired, among others.

## **NEW PRODUCTS**

The product descriptions are compiled from data supplied by the vendors. To contact them for more detailed information, circle the appropriate reader service number on the card located elsewhere in this issue.

#### Content Development, Management Tools

InterWorld has released two tools for e-commerce design and development, Dev Station 3.0 and Design Station 3.0.

Dev Station 3.0 is a development environment designed for developers to customize and extend the functionality of InterWorld's Commerce Exchange environment using C++, Java and COM. It reportedly allows developers to manage everything from presentations to objects. In addition, it allows developers to extend objects, view data schemas and analyze relationships, the company says. Through built-in wizards, developers can add attributes to business objects, visualize relationships between business data and manage query strategies, InterWorld says.

Design Station 3.0 is a content management tool built to allow Web designers to manage the process of creating, staging and deploying dynamic content.

It comes with a drag-and-drop environment to generate HTML, a set of configurable templates and a content management feature that offers a workflow and approval structure for use by a team of developers, InterWorld says. It is included with Dev Station.

Design Station 3.0 and Dev Station 3.0 run on Solaris and Windows NT. Contact company for pricing.

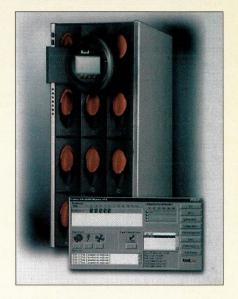
#### InterWorld Corp.

395 Hudson St., 6th Floor New York, NY 10014 http://www.interworld.com Circle 101

## Host-Independent LVD RAID System

Raidtec has unveiled the FlexArray HI (host-independent) 12 RAID Ultra2 low-voltage differential (LVD) storage system, designed for server-attached storage, clustering, e-commerce, data warehousing and imaging applications.

The FlexArray HI 12 is said to offer



1.7 TB of storage capacity, providing cost-effective RAID fault tolerance. A fully configured system can support 24 SCSI LVD drives at less than five cents per MB, Raidtec says. The FlexArray HI 12 model supports 12 hot-swappable 3.5-inch Ultra2 LVD drives (full-

## File Server Aimed at CPU-Intensive Applications

he new enterprise-class Aerial AXmp+ SuperServer from PerifiTech is reportedly designed to support processor-intensive applications such as industrial and artistic video editing, document management, medical imaging, transactional processing databases and network infrastructures.

The new server can support up to four Sun Microsystems Inc. UltraSPARC II processors, available in speeds of 300-MHz/2-MB cache, 360-MHz/4-MB cache, 400-MHz/2-MB cache and 400-MHz/4-MB cache. The UltraSPARC II processors support a variety of

graphics features, including pixel masking, motion estimation and discrete cosine transformations. Additional server features include support for 4 GB of ECC EDO memory and peripheral expansion provided through six 64-bit PCI slots. The 5U rack-mount chassis also includes redundant 450W hot-swappable power supplies.

Data storage is facilitated via an integrated Aerial Intelligent Array 3000 RAID subsystem. The Array 3000 supports up to six Ultra Wide or Ultra2 SCSI channels and RAID levels 0, 0+1, 3, 5, or Just a Bunch Of Disks (JBOD). Fault tolerance is implemented

through the use of PerifiTech's Aerial 9-, 18- and 36-GB Hot Swap Disks. The SuperServer also includes the company's patented SCSI Enhancement Technology, which features hard disk acceleration and an Ultra2 SCSI adapter.

The Aerial AXmp+ SuperServer is priced starting at \$21,999 for a system equipped with a single Sun UltraSPARC II 300-MHz/2-MB cache processor and 128-MB memory.

PerifiTech Inc.

1265 Ridge Road Hinckley, OH 44233 http://www.perifitech.com

Circle 100



#### **New Products**

or half-height), dual hot-swappable power supplies and fans, and RAID levels 0, 1, 0+1, 3 and 5. Software support is provided by Raidtec's RAIDman GUI-based management and configuration tools.

The FlexArray HI 12 is host- and operating system-independent. Any host server operating system that supports the Ultra SCSI interface can be used, including Solaris, AIX, HP-UX, IRIX, UnixWare, Linux and Windows NT. The FlexArray HI 12 system is available in either deskside tower or 4U 19-inch rack-mount configurations.

Raidtec Corp. 1360 Union Hill Road Alpharetta, GA 30004 http://www.raidtec.com Circle 102

## Fibre Channel/Gigabit Ethernet Monitoring

Snoop GBIC from Finisar is the latest release of the company's Gigabit Interface Converter (GBIC) transceiver module for Fibre Channel and Gigabit Ethernet networks. Snoop GBIC is said to have the same data integrity, temperature stability and reliability of Finisar's standard GBICs. However, it adds an electrical test port for monitoring critical network connections without interruption.

A GBIC integrates four functions—a transmitter, receiver, built-in diagnostics and a snoop path—in a single package. Snoop GBIC is designed to directly replace standard GBIC components in switches, hubs or other network ele-



ments, and supports data transmission rates of 1.25 Gb/s, Finisar says.

Snoop GBICs are currently available for multimode fiber with SC connectors. Single-mode fiber and copper versions are planned, the company says. Pricing starts at \$1,000 for a multimode Snoop GBIC with built-in tests and diagnostics.

Finisar Corp. 1308 Moffett Park Drive Sunnyvale, CA 94089 http://www.finisar.com Circle 103

## Small Solaris Server Saves Space

The Starion ST-10R from Gulfcoast Workstation is a 2U rack-mount Solaris server aimed at telecommunications companies and Internet service providers (ISPs). Up to 20 Starion ST-10R servers can be installed within a single 72-inch rack.

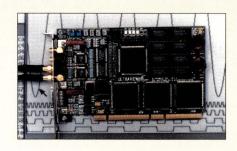
The ST-10R comes with one CD-ROM, one floppy drive and a Fast Ethernet port. It features a Sun Microsystems Inc. Ultra AXi motherboard and UltraSPARC-IIi processors, available in speeds ranging from 270- to 440-MHz. It also comes with DIMM memory (from 128 MB to 1 GB), a PCI graphics board, a quad Ethernet PCI board and one or two 9.1-GB hard drives. It also ships with a license for either Solaris 6 or 7. It is priced starting at \$3,750.

Gulfcoast Workstation Corp. 2210 Tall Pines Drive, Ste. 220 Largo, FL 33771 http://www.gcw.com Circle 104

## Analog-to-Digital Board with 64-Bit PCI DMA

Ultraview has released the ADDA12-100DMA and AD8-100DMA boards, which it says are the first data-acquisition boards with 64-bit PCI direct memory access (DMA) transfers that can continuously store analog data directly into system memory at sustained speeds of 100 MB/s.

Designed for high-speed and lowjitter operation, the boards are ideal for defense, scientific, industrial and medical applications, Ultraview says. Their



ability to produce high throughput directly to system memory enables new applications to be created in digital radio, continuous spectral analysis and medical imaging, the company says. Even in systems with only 32-bit PCI slots, the ADDA12-100DMA achieves continuous 80-MB/s transfers to system memory.

A software interface allows users to write software for all PCI-bus SPARC platforms running Solaris 7. A Windows 2000 software package will be available soon. The ADDA12-100DMA performs 12-bit analog-to-digital (A/D) conversion at 50 megasamples per second (Ms/s), or dual 25 Ms/s, and 14-bit A/D at 10 Ms/s. It costs \$4,495 and includes drivers and sample programs for Solaris 7.

The AD8-100DMA performs 8-bit A/D at 100 Ms/s, or dual 50 Ms/s, and costs \$3,995.

Ultraview Corp. 34 Canyon View Orinda, CA 94563 http://www.ultraviewcorp.com Circle 105

#### High-Performance SCSI/ Fibre Channel Arrays

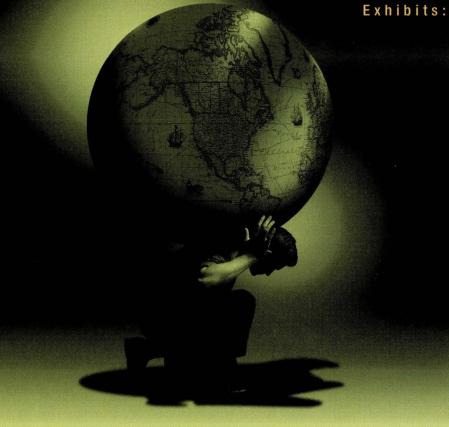
Distributed Processing has introduced RAIDstation7 Ultra160 SCSI and Fibre Channel storage arrays, the company's latest generation of high-performance SCSI and Fibre Channel solutions for servers and workstations.

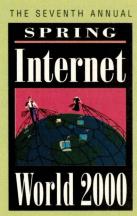
The RAIDstation7 Ultra160 SCSI storage array supports the Ultra160 SCSI standard, which features a maximum data transfer rate of 160 MB/s per channel, Distributed Processing says. The RAIDstation7 Fibre Channel storage array supports dual loops (100-MB/s data transfer per loop), SCSI enclosure services and copper/fiber-optic connections. In addition, it supports Cyclic Redundancy Check and Domain

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#### **New Products**

Validation features for ensuring data reliability, the company says.

Both the Ultra160 SCSI and Fibre Channel arrays are available in tower or 19-inch rack-mount AC-powered models, the company says. They support seven hot-swappable SCA-2 hard drives and speeds up to 15,000 rpm. In addition, both models include three hot-swappable cooling modules, two front-loading autosensing power supplies and failure notification via an audible alarm.

The Ultra160 SCSI storage array costs \$3,492 and the Fibre Channel array costs \$5,325 for both tower and rack-mount configurations. DC-powered versions of both products will be available first-quarter 2000.

#### Distributed Processing Technology 140 Candace Drive

Maitland, FL 32751 http://www.dpt.com

Circle 106

#### **New GUI Tools for Motif**

KL Group, a provider of Motif interface components and widgets, has released XRT/gauge, a comprehensive collection of widgets, comprising several dials and gauges.



XRT/gauge includes the following components: Circular Gauge, Circular Dial, Linear Dial, Linear Gauge, LED Icon, LED Numerical, Percent and XRT Professional Developer's Suite (PDS). XRT/gauge enables you to quickly build control panels, data displays, process controls and simulation environments.

Because XRT/gauge widgets are customizable, they can be used in environments with specialized requirements such as aerospace or manufacturing. XRT/gauge widgets measure the value of a property or attribute and display this information in a format appropriate to the particular application environment.

XRT/gauge is now available as an individual product or as part of the PDS 2.0 Suite. Pricing for XRT/gauge starts at \$1,995 for a single-user license, or \$5,995 for a widget included in the XRT Professional Developer's Suite. It runs on all leading UNIX and OpenVMS platforms, including SunOS 4.1.x, Solaris 7, Digital UNIX 3.2+ (including Tru64 UNIX), Ultrix, HP-UX, AIX 4.2+, IRIX 5/6.2+ and Alpha/VMS.

KL Group Inc. 260 King St. E. Toronto, Ontario Canada M5A 4L5 http://www.klgroup.com Circle 107

#### Upgrades, Enhancements, Additions...

- Bluestone Software has announced complete support across its entire product line-including its Total-e-Business platform, Sapphire/Web Application Server and XML Suite Integration Server-for Sun Microsystems Inc. Java 2 Platform, Enterprise Edition (J2EE). Bluestone says its decision to support Java-Server Pages (JSP), the Enterprise JavaBeans (EJB) component architecture and the Java Servlets API-core enterprise technologies which are unified in J2EE-simplifies enterprise application development by providing a comprehensive set of component services without complex programming. Developers will also reportedly benefit from Bluestone's "inprocess" methodology for hooking JSPs to JavaBeans and EJB via an eXtensible Markup Language (XML)-based interface within a single Java Virtual Machine (JVM). By employing one JVM to execute all application tasks, Bluestone says it enables e-business applications to run faster and more efficiently. Contact company for individual product information and pricing. Bluestone Software Inc., 1000 Briggs Road, Mount Laurel, NJ 08054, http://www.bluestone.com. Circle 108
- The Rave Systems Rackmount-AXmp from Rave Computer Association now scales to 4 GB. The product, which is designed for use in telecommunications servers, Internet service provider (ISP) environments, or specialized industrial applications, integrates Sun Microsystems Inc.'s 64-bit four-way Ultra AXmp motherboard into a ruggedized 5U 19-inch rack-mount chassis. It also includes integrated dual-channel Ultra Wide SCSI and six PCI slots, four at 33 MHz and two at 66 MHz. The Rave Systems Rackmount-AXmp standard chassis configuration

features four 5.25-inch shock-mounted drive bays, a 600W power supply and three cooling fans. It comes preinstalled with Solaris 7 and is priced starting at \$14,000 for a base system with one 400-MHz UltraSPARC-II processor, a 40-speed CD-ROM, 18-GB disk drive and 256-MB memory. Rave Computer Association Inc., 36960 Metro Court, Sterling Heights, MI 48312, http://www.rave.com. Circle 109

Quallaby, a provider of scalable network analysis and reporting software, has introduced an updated version of its flagship product, Proviso 1.2, which now includes support for Oracle Corp. and Sun Microsystems Inc. systems. The upgrade is designed to provide network service providers with enhanced data handling capabilities that enable faster provisioning of new customers and services, Quallaby says. Built on the Oracle database, Proviso 1.2 is said to allow service providers to easily merge network information with customer information for efficient and accurate billing and guaranteed service-level agreements (SLAs). Proviso comprises three modules: Proviso Manager, which manages network devices and polls network data according to performance and SLA metrics; Proviso Report, which provides drill-down and customized reporting and offers a wide range of output options; and Proviso Library, which provides service-optimized report templates. Proviso 1.2 runs on either Solaris 2.6 or Windows NT 4.0 and supports Sun A1000 RAID hardware/software and Oracle 7.3.4 Enterprise Edition. Pricing starts at \$30,000 and depends on configuration. Quallaby Corp., 59 Composite Way, Ste. 400, Lowell, MA 01851, http://www.quallaby.com. Circle 110

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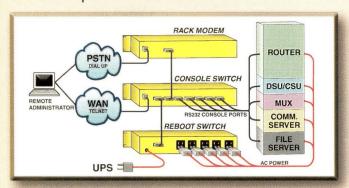
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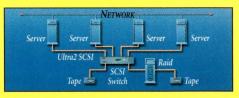
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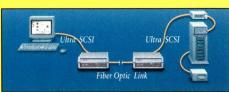
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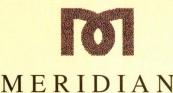


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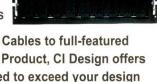


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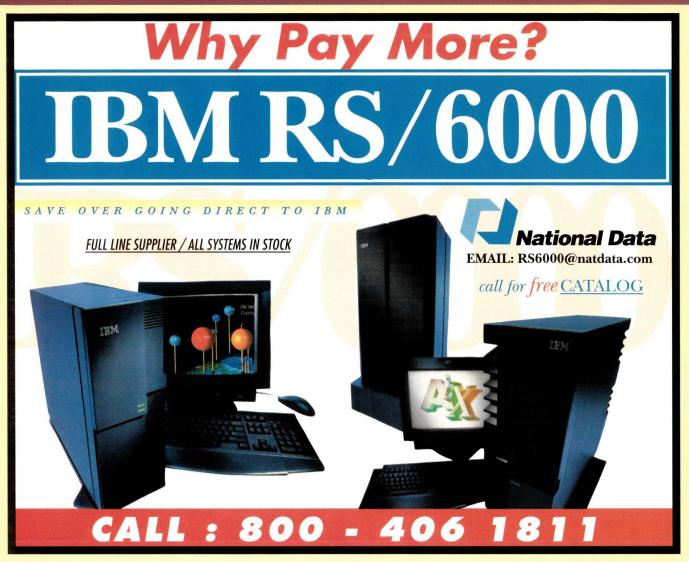
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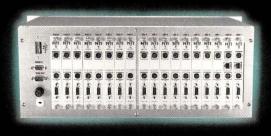
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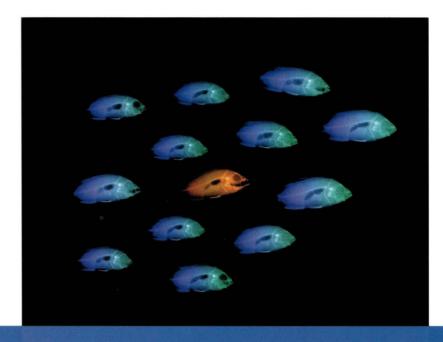
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