An Introduction to Intelligent RAM (IRAM)

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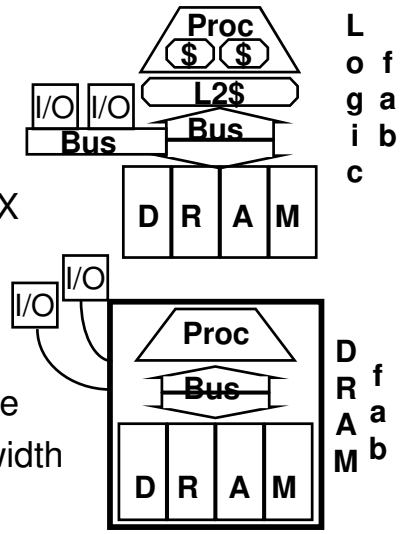
IRAM Vision Statement

Microprocessor & DRAM on a single chip:

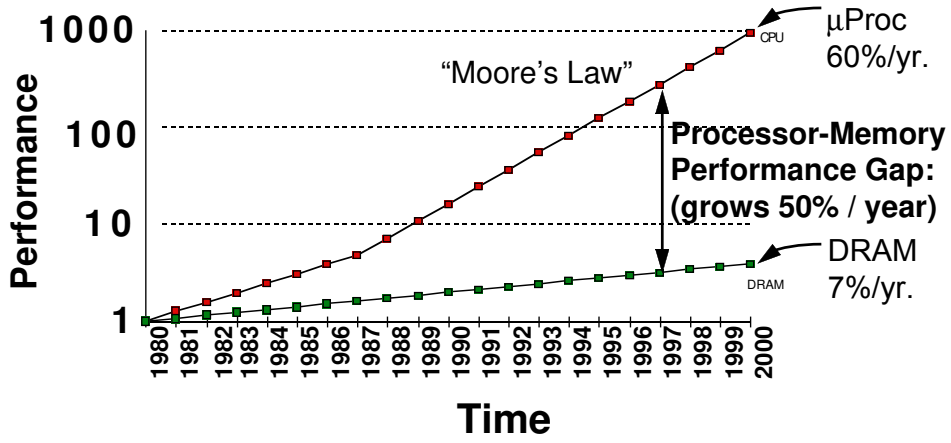
- on-chip memory latency 5-10X, bandwidth 50-100X
- improve energy efficiency 2X-4X (no off-chip bus)
- serial I/O 5-10X v. buses
- smaller board area/volume
- adjustable memory size/width



Outline

- Today's Situation: Microprocessor
- Today's Situation: DRAM
- IRAM Opportunities
- Applications of IRAM
- Directions for New Architectures
- Berkeley IRAM Project Plans
- Related Work and Why Now?
- IRAM Challenges & Industrial Impact

Processor-DRAM Gap (latency)



Processor-Memory Performance Gap "Tax"

Processor	% Area (≈cost)	%Transistors (≈power)
■ Alpha 21164	37%	77%
■ StrongArm SA110	61%	94%
■ Pentium Pro	64%	88%

– 2 dies per package: Proc/I$/D$ + L2$

■ Caches have no inherent value, only try to close performance gap

Today's Situation: Microprocessor

MIPS MPUs	R5000	R10000	10k/5k
■ Clock Rate	200 MHz	195 MHz	1.0x
■ On-Chip Caches	32K/32K	32K/32K	1.0x
■ Instructions/Cycle	1(+ FP)	4	4.0x
■ Pipe stages	5	5-7	1.2x
■ Model	In-order	Out-of-order	---
■ Die Size (mm^2)	84	298	3.5x
– without cache, TLB	32	205	6.3x
■ Development (man yr.)	60	300	5.0x
■ SPECint_base95	5.7	8.8	1.6x

Today's Situation: Microprocessor

■ Rely on caches to bridge gap

■ Microprocessor-DRAM performance gap

– time of a full cache miss in instructions executed

1st Alpha (7000): 340 ns/5.0 ns = 68 clks x 2 or 136

2nd Alpha (8400): 266 ns/3.3 ns = 80 clks x 4 or 320

3rd Alpha (t.b.d.): 180 ns/1.7 ns =108 clks x 6 or 648

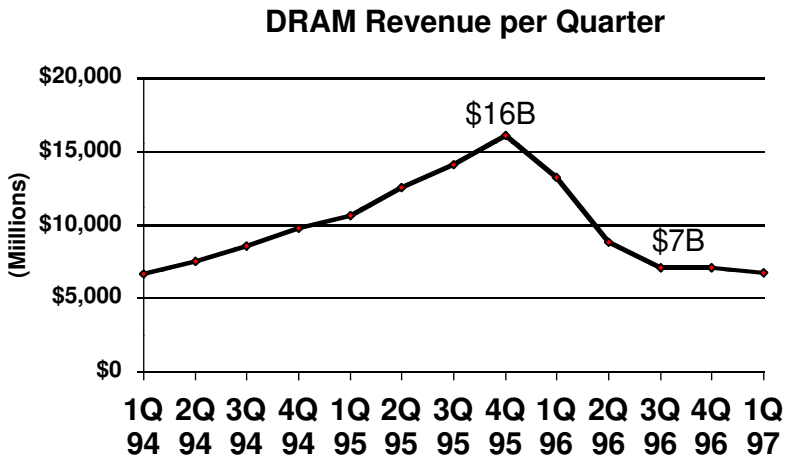
– 1/2X latency x 3X clock rate x 3X Instr/clock ⇒ ≈5X

■ Power limits performance (battery, cooling)

■ Shrinking number of desktop MPUs?

PA-RISC PowerPC MIPS Alpha SPARC IA-64

Today's Situation: DRAM

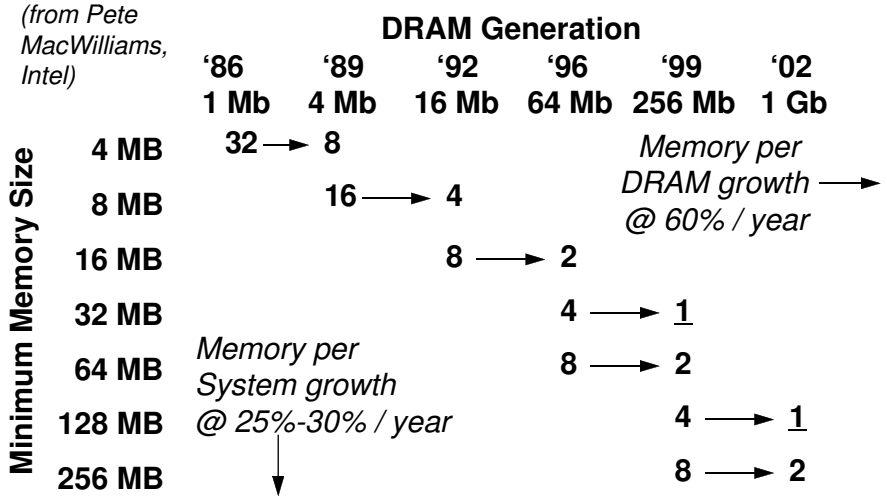


• Intel: 30%/year since 1987; 1/3 income profit

Today's Situation: DRAM

- Commodity, second source industry
  ⇒ high volume, low profit, conservative
  - Little organization innovation (vs. processors) in 20 years: page mode, EDO, Synch DRAM
- DRAM industry at a crossroads:
  - Fewer DRAMs per computer over time
    - » Growth bits/chip DRAM : 50%-60%/yr
    - » Nathan Myrvold M/S: mature software growth (33%/yr for NT) ≈ growth MB/$ of DRAM (25%-30%/yr)
  - Starting to question buying larger DRAMs?

Fewer DRAMs/System over Time



Multiple Motivations for IRAM

- Some apps: energy, board area, memory size
- Gap means performance challenge is memory
- DRAM companies at crossroads?
  - Dramatic price drop since January 1996
  - Dwindling interest in future DRAM?
    - » Too much memory per chip?
- Alternatives to IRAM: fix capacity but shrink DRAM die, packaging breakthrough, more out-of-order CPU,...

Potential IRAM Latency: 5 - 10X

- No parallel DRAMs, memory controller, bus to turn around, SIMM module, pins…
- New focus: Latency oriented DRAM?
  - Dominant delay = RC of the word lines
  - keep wire length short & block sizes small?
- 10-30 ns for 64b-256b IRAM "RAS/CAS"?
- AlphaSta. 600: 180 ns=128b, 270 ns= 512b
  Next generation (21264): 180 ns for 512b?

Potential IRAM Bandwidth: 100X

- 1024 1Mbit modules(1Gb), each 256b wide
  - 20% @ 20 ns RAS/CAS = 320 GBytes/sec
- If cross bar switch delivers 1/3 to 2/3 of BW of 20% of modules
  ⇒ 100 - 200 GBytes/sec
- FYI: AlphaServer 8400 = 1.2 GBytes/sec
  - 75 MHz, 256-bit memory bus, 4 banks

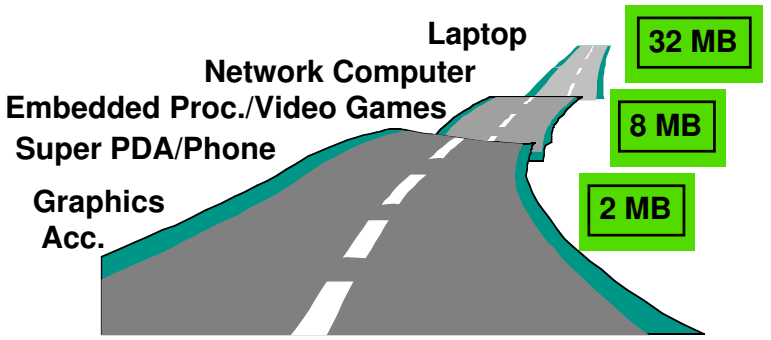
Potential Energy Efficiency: 2X-4X

- Case study of StrongARM memory hierarchy vs. IRAM memory hierarchy
  - cell size advantages ⇒ much larger cache
    ⇒ fewer off-chip references
    ⇒ up to 2X-4X energy efficiency for memory
  - less energy per bit access for DRAM
- Memory cell area ratio/process: P6, α '164,SArm
  cache/logic : SRAM/SRAM : DRAM/DRAM
  20-50 : 8-11 : 1

Potential Innovation in Standard DRAM Interfaces

- Optimizations when chip is a system vs. chip is a memory component
  - Improve yield with variable refresh rate?
  - "Map out" bad memory modules to improve yield?
  - Reduce test cases/testing time during manufacturing?
  - Lower power via on-demand memory module activation?
- IRAM advantages even greater if innovate inside DRAM memory interface?

Commercial IRAM highway is governed by memory per IRAM?



Near-term IRAM Applications

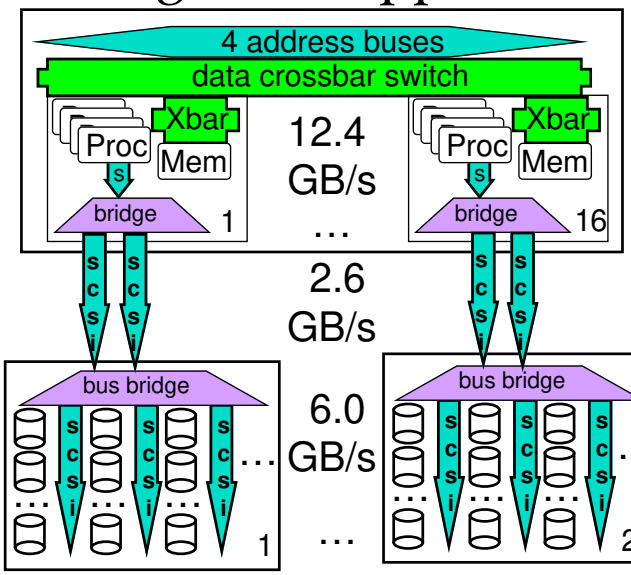
- "Intelligent" Set-top
  - 2.6M Nintendo 64 (≈ $150) sold in 1st year
  - 4-chip Nintendo ⇒ 1-chip: 3D graphics, sound, fun!
- "Intelligent" Personal Digital Assistant
  - 1.0M PalmPilots (≈ $300) sold in 1st year:
  - Speech input vs. Learn new Alphabet (α = K, ¬ = T)

PDA of 2002?

- Cell Phone
- + Pilot PDA (calendar, to do list, notes, address book, calculator, memo, ...)
- + Nikon Coolpix (camera, tape recorder, piant ...)
- + speech, vision recognition

- Vision to see surroundings, scan documents
- Voice output for conversations
- Play chess with PDA on plane?

Long-term App: Decision Support?

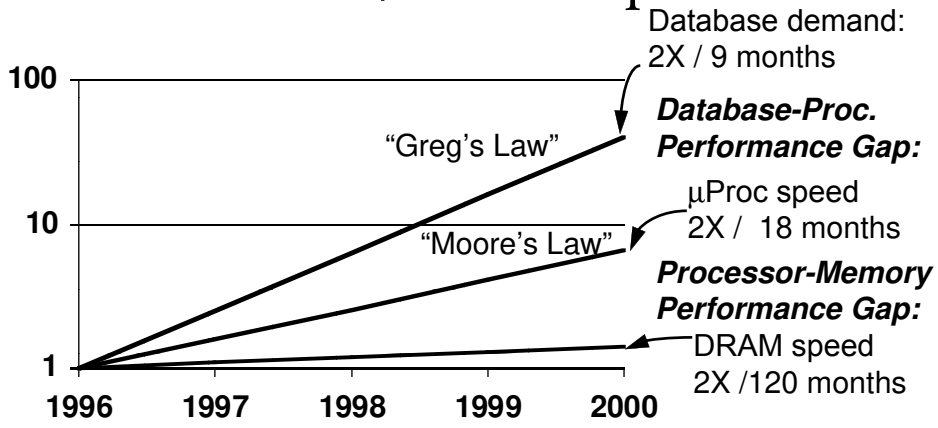


Sun 10000 (Oracle 8):

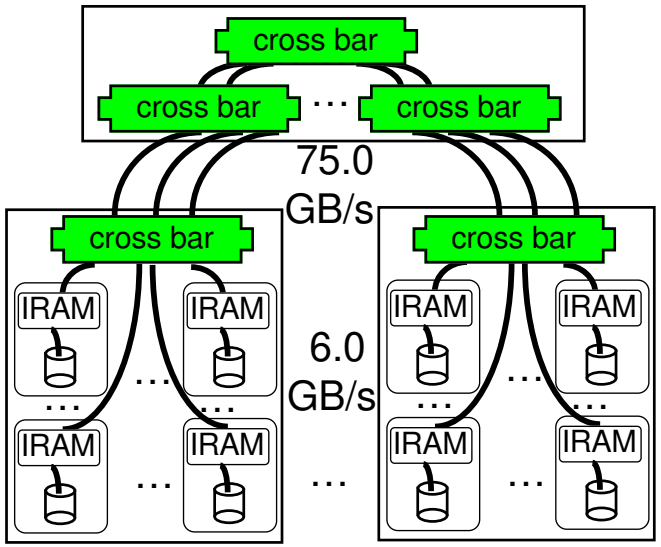
- TPC-D (1TB) leader
- SMP 64 CPUs, 64GB dram, 603 disks

Disks,encl.	$2,348k
DRAM	$2,328k
Boards,encl.	$983k
CPUs	$912k
Cables,I/O	$139k
Misc	$65k
HW total	$6,775k

IRAM Application Inspiration: Database Demand vs. Processor/DRAM speed



"Intelligent Disk": Scalable Decision Support?



1 IRAM/disk + shared nothing database
- 603 CPUs, 14GB dram, 603 disks

Disks (market)	$840k
IRAM (@$150)	$90k
Disk encl., racks	$150k
Switches/cables	$150k
Misc	$60k
Subtotal	$1,300k
Markup 2X?	≈ $2,600k

≈**1/3 price, 2X-5X perf**

"Vanilla" Approach to IRAM

- Estimate performance IRAM version of Alpha (same caches, benchmarks, standard DRAM)
  - Used optimistic and pessimistic factors for logic (1.3-2.0 slower), SRAM (1.1-1.3 slower), DRAM speed (5X-10X faster) for standard DRAM
  - SPEC92 benchmark ⇒ 1.2 to 1.8 times slower
  - Database ⇒ 1.1 times slower to 1.1 times faster
  - Sparse matrix ⇒ 1.2 to 1.8 times faster
- Conventional architecture/benchmarks/DRAM not exciting performance; energy,board area only

A More Revolutionary Approach: DRAM

- Faster logic in DRAM process
  - DRAM vendors offer faster transistors + same number metal layers as good logic process? @ ≈ 20% higher cost per wafer?
  - As die cost ≈ f(die area^4), 4% die shrink ⇒ equal cost

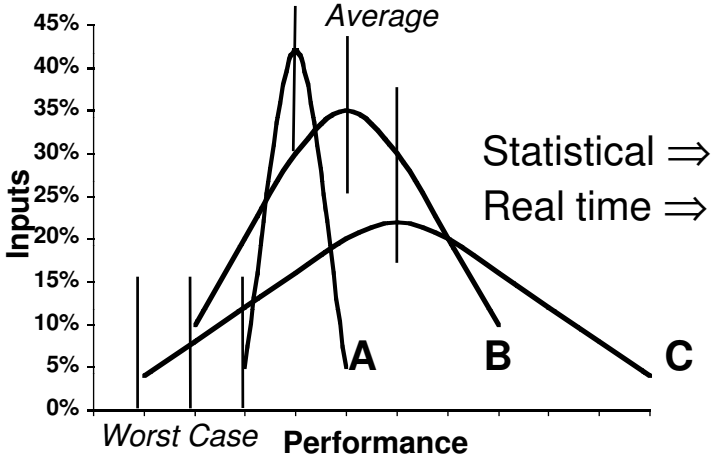
A More Revolutionary Approach: New Architecture Directions

- "...wires are not keeping pace with scaling of other features. … In fact, for CMOS processes below 0.25 micron ... *an unacceptably small percentage of the die will be reachable during a single clock cycle*."
- "Architectures that require long-distance, rapid interaction will not scale well ..."
  - "Will Physical Scalability Sabotage Performance Gains?" Matzke, *IEEE Computer* (9/97)

New Architecture Directions

- "…media processing will become the dominant force in computer arch. & microprocessor design."
- "... new media-rich applications... involve significant real-time processing of continuous media streams, and make heavy use of vectors of packed 8-, 16-, and 32-bit integer and Fl. Pt."
- Needs include high memory BW, high network BW, continuous media data types, real-time response, fine grain parallelism
  - "How Multimedia Workloads Will Change Processor Design", Diefendorff & Dubey, *IEEE Computer* (9/97)

Which is Faster? Statistical v. Real time Performance



Statistical ⇒ Avg. ⇒ **C**

Real time ⇒ Worst ⇒ **A**

Potential IRAM Architecture

- "New" model: VSIW=Very Short Instruction Word!
  - Compact: Describe N operations with 1 short instruct.
  - Predictable (real-time) perf. vs. statistical perf. (cache)
  - Multimedia ready: choose N*64b,2N*32b,4N*16b,8N*8b
  - Easy to get high performance; N operations:
    - » are independent (⇒ short signal distance)
    - » use same functional unit
    - » access disjoint registers
    - » access registers in same order as previous instructions
    - » access contiguous memory words or known pattern
    - » hides memory latency (and any other latency)
  - Compiler technology already developed, for sale!

Revive Vector (= VSIW) Architecture!

- Cost: ≈ $1M each?
- Low latency, high BW memory system?
- Code density?
- Compilers?
- Vector Performance?
- Power/Energy?
- Scalar performance?
- Real-time?
- Limited to scientific applications?
- Single-chip CMOS MPU/IRAM
- IRAM = low latency, high bandwidth memory
- Much smaller than VLIW/EPIC
- For sale, mature (>20 years)
- Easy scale speed with technology
- Parallel to save energy, keep perf
- Include modern, modest CPU ⇒ OK scalar (MIPS 5K v. 10k)
- No caches, no speculation ⇒ repeatable speed as vary input
- Multimedia apps vectorizable too: N*64b,2N*32b,4N*16b,8N*8b

Mediaprocesing Functions (Dubey)

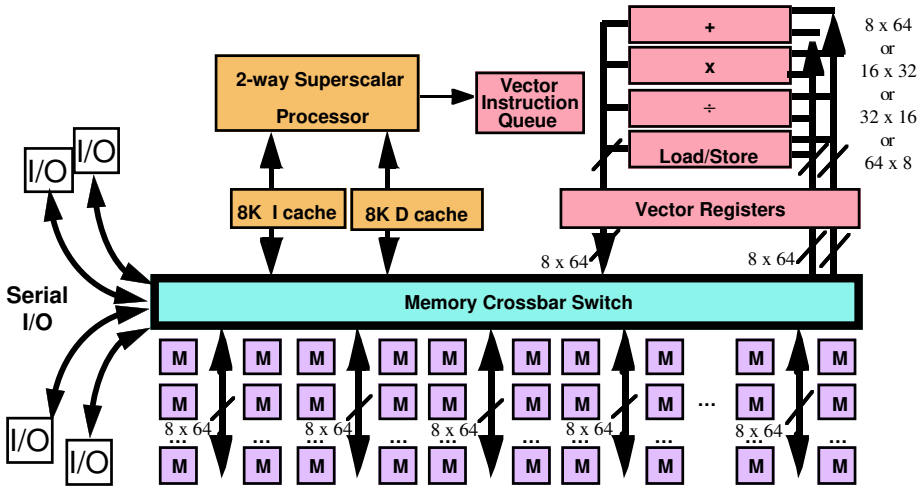
Kernel	Vector length
Matrix transpose/multiply	# vertices at once
DCT (video, comm.)	image width
FFT (audio)	256-1024
Motion estimation (video)	image width, i.w./16
Gamma correction (video)	image width
Haar transform (media mining)	image width
Median filter (image process.)	image width
Separable convolution (““)	image width

(from http://www.research.ibm.com/people/p/pradeep/tutor.html)

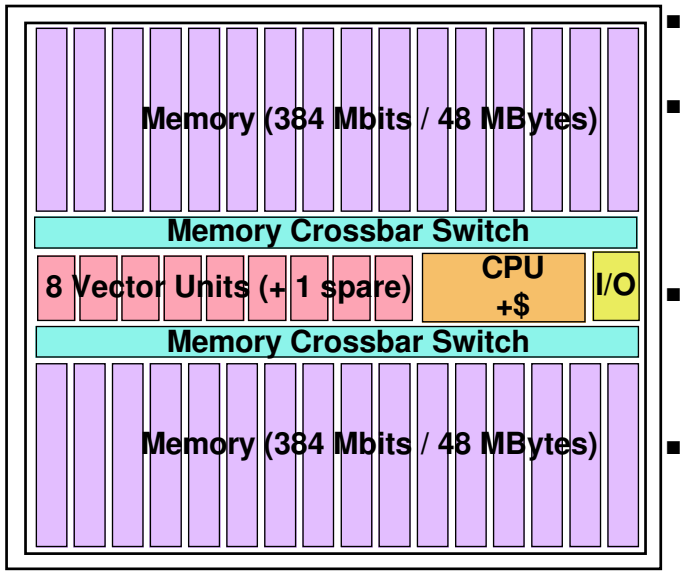
Software Technology Trends Affecting V-IRAM?

- V-IRAM: <u>any</u> CPU + vector coprocessor/memory
  - scalar/vector interactions are limited, simple
  - Example V-IRAM architecture based on ARM 9
- Vectorizing compilers built for 25 years
  - can buy one for new machine from The Portland Group
- Microsoft “Win CE”/ Java OS for non-x86 platforms
- Library solutions (e.g., MMX); retarget packages
- Software distribution model is evolving?
  - New Model: Java byte codes over network?
    + Just-In-Time compiler to tailor program to machine?

V-IRAM-2: 0.13 µm, Fast Logic, 1GHz 16 GFLOPS(64b)/128 GOPS(8b)/96MB

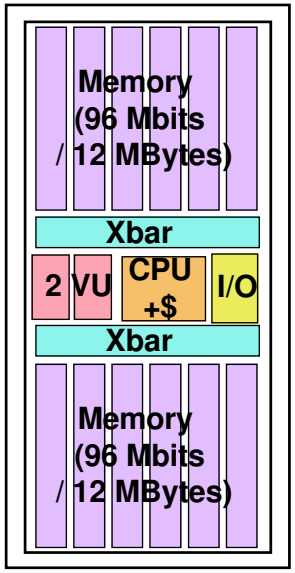


V-IRAM-2 Floorplan



- 0.13 µm, 1 Gbit DRAM
- 1B Xtors: 90% Memory, Xbar, Vector ⇒ regular design
- Spare VU & Memory ⇒ 90% die repairable
- Short signal distance ⇒ speed scales <0.1 µm

Alternative Goal: Low Cost V-IRAM-2



- Scalable design, 0.13 generation
- Reduce die size by 4X by shrinking vector units (25%), caches (25%), memory (25%)
- ≈50 mm², 16-24MB
- High Perf. version: 2.5 w, 1000 MHz, 4 - 32 GOPS
- Low Power version: 0.5 w, 500 MHz, 2 - 16 GOPS

V-IRAM-1 Specs/Goals

Technology	0.18-0.20 micron, 5-6 metal layers, fast xtor	
Die size	≈200 mm²	
Memory	16-24 MB	
Vector lanes	4 64-bit (or 8 32-bit or 16 16-bit or 32 8-bit)	
Target	Low Power	High Performance
Serial I/O	4 lines @ 1 Gbit/s	8 lines @ 2 Gbit/s
Power	≈2 w @ 1-1.5 volt logic	≈10 w @ 1.5-2 volt logic
$Clock_{univers.}$	200scalar/100vector MHz	250sc/250vector MHz
$Perf_{university}$	0.8 $GFLOPS_{64}$-6 $GFLOPS_8$	2 $GFLOPS_{64}$-16 $GFLOPS_8$
$Clock_{industry}$	400scalar/200vector MHz	500s/500v MHz
$Perf_{industry}$	1.6 $GFLOPS_{64}$-12 $GFLOPS_8$	4 $GFLOPS_{64}$-32 $GFLOPS_8$

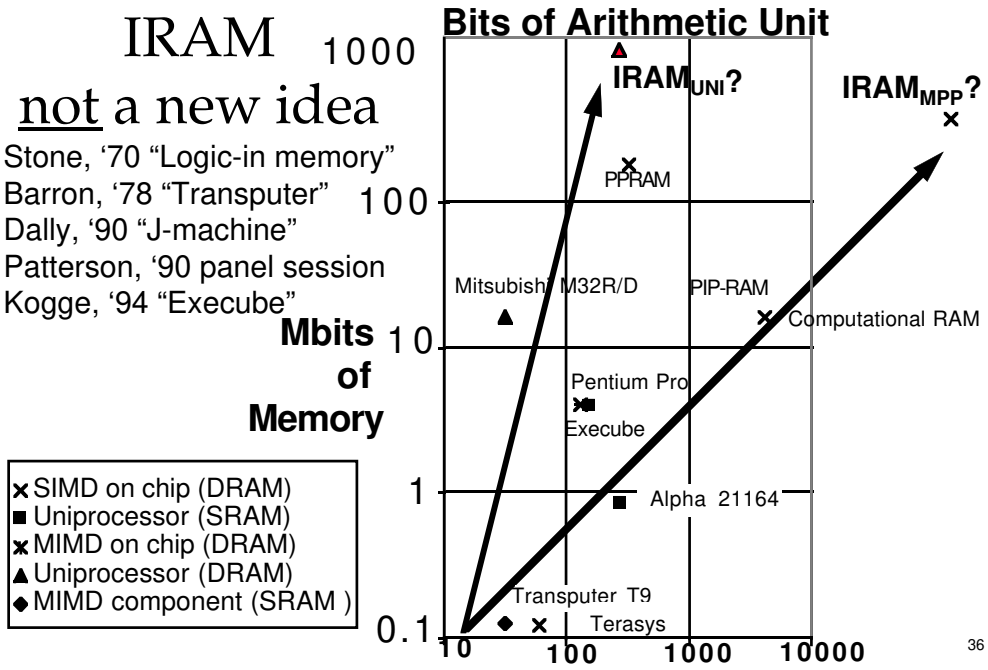
V-IRAM-1 Tentative Plan

- Phase I: Feasibility stage (≈H1'98)
  - Test chip, CAD agreement, architecture defined
- Phase 2: Design Stage (≈H2'98)
  - Simulated design
- Phase 3: Layout & Verification (≈H2'99)
  - Tape-out
- Phase 4: Fabrication,Testing, and Demonstration (≈H1'00)
  - Functional integrated circuit
- First microprocessor ≥ 100M transitors!

IRAM

<u>not</u> a new idea

Stone, '70 "Logic-in memory"
Barron, '78 "Transputer"
Dally, '90 "J-machine"
Patterson, '90 panel session
Kogge, '94 "Execube"



Why IRAM now? Lower risk than before

- Faster Logic + DRAM available now/soon?
- DRAM manufacturers now willing to listen
  - Before not interested, so early IRAM = SRAM
- Past efforts memory limited ⇒ multiple chips ⇒ 1st solve the unsolved (parallel processing)
  - Gigabit DRAM ⇒ ≈100 MB; OK for many apps?
- Systems headed to 2 chips: CPU + memory
- Embedded apps leverage energy efficiency, adjustable mem. capacity, smaller board area ⇒ OK market v. desktop (55M 32b RISC '96)

IRAM Challenges

- Chip
  - Good performance and reasonable power?
  - Speed, area, power, yield, cost in DRAM process?
  - Testing time of IRAM vs DRAM vs microprocessor?
  - BW/Latency oriented DRAM tradeoffs?
  - Reconfigurable logic to make IRAM more generic?
- Architecture
  - How to turn high memory bandwidth into performance for real applications?
  - Extensible IRAM: Large program/data solution? (e.g., external DRAM, clusters, CC-NUMA, ...)

IRAM Conclusion

- IRAM potential in mem/IO BW, energy, board area; challenges in power/performance, testing, yield
- 10X-100X improvements based on technology shipping for 20 years (not JJ, photons, MEMS, ...)
- Apps/metrics of future to design computer of future
- V-IRAM can show IRAM's potential
  - multimedia, energy, size, scaling, code size, compilers
- Revolution in computer implementation v. Instr Set
  - Potential Impact #1: turn server industry inside-out?
- Potential #2: shift semiconductor balance of power?

  Who ships the most memory? Most microprocessors?

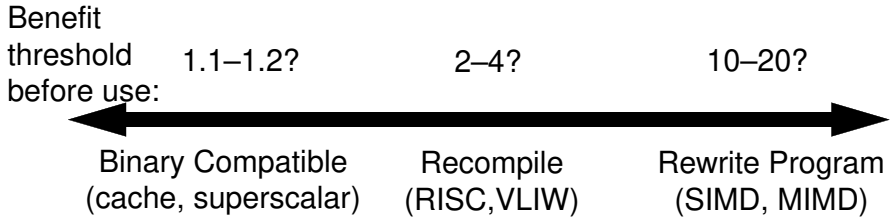
Interested in Participating?

- Looking for ideas of IRAM enabled apps
- Contact us if you're interested:
  `http://iram.cs.berkeley.edu/`
  `email: patterson@cs.berkeley.edu`
- Thanks for advice/support: DARPA, ARM, Intel, LG Semiconductor, Neomagic, Samsung, SGI/Cray, Sun Microsystems

Backup Slides

(The following slides are used to help answer questions)

New Architecture Directions

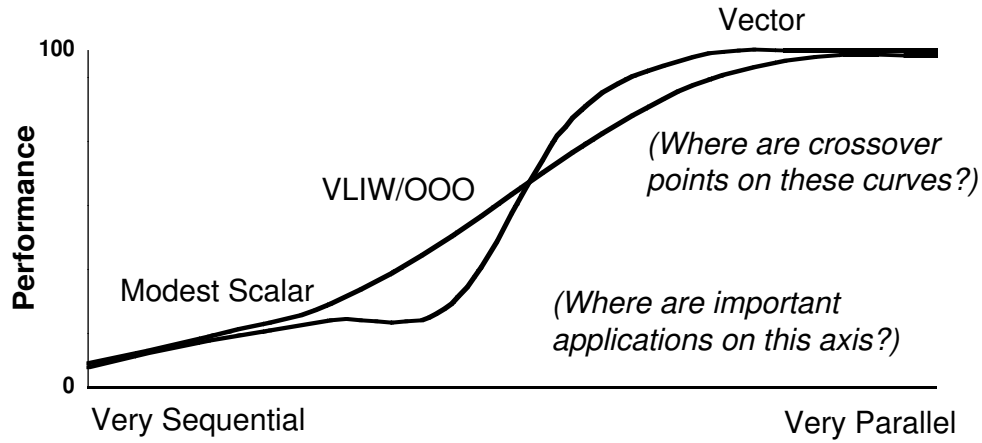


- More innovative than "Let's build a larger cache!"
- IRAM architecture with simple programming to deliver cost/performance for many applications
  - Evolve software while changing underlying hardware
  - Simple ⇒ sequential (not parallel) program; large memory; uniform memory access time

Grading Architecture Options

	Superscalar++	μSMP	VIRAM
Fine grain parallelism	A	A	A
Coarse grain (n chips)	A	B	A
Compiler maturity	B	B	A
MIPS/xtor (cost)	C	B	A
Technology scaling	C	A	A
Real time performance	C	B	A
Energy efficiency	D	A	A
Programmer model	D	B	A
"GPA"	C	B	A

VLIW/Out-of-Order vs. Modest Scalar+Vector



How to get Low Power, High Clock rate IRAM?

- Digital Strong ARM 110 (1996): 2.1M Xtors
  - 160 MHz @ 1.5 v = 184 "MIPS" < 0.5 W
  - 215 MHz @ 2.0 v = 245 "MIPS" < 1.0 W
- Start with Alpha 21064 @ 3.5v, 26 W
  - Vdd reduction ⇒ 5.3X ⇒ 4.9 W
  - Reduce functions ⇒ 3.0X ⇒ 1.6 W
  - Scale process ⇒ 2.0X ⇒ 0.8 W
  - Clock load ⇒ 1.3X ⇒ 0.6 W
  - Clock rate ⇒ 1.2X ⇒ 0.5 W
- 6/97: 233 MHz, 268 MIPS, 0.36W typ., $49

Characterizing IRAM Cost/Performance

- Cost ≈ embedded processor + memory
- Small memory on-chip (25 - 100 MB)
- High vector performance (2 -16 GFLOPS)
- High multimedia performance (4 - 64 GOPS)
- Low latency main memory (15 - 30ns)
- High BW main memory (50 - 200 GB/sec)
- High BW I/O (0.5 - 2 GB/sec via N serial lines)
  - Integrated CPU/cache/memory with high memory BW ideal for fast serial I/O

Goal for Vector IRAM Generations

V-IRAM-1 (≈2000)	V-IRAM-2 (≈2003)
256 Mbit generation (0.20)	1 Gbit generation (0.13)
Die size = 256 Mb DRAM die	Die size = 1 Gb DRAM die
1.5 - 2.0 v logic, 2-10 watts	1.0 - 1.5 v logic, 2-10 watts
100 - 500 MHz	200 - 1000 MHz
4 64-bit pipes/lanes	8 64-bit pipes/lanes
1-4 GFLOPS(64b)/6-32G (8b)	2-16 GFLOPS/24-128G
30 - 50 GB/sec Mem. BW	100 - 200 GB/sec Mem. BW
24 MB capacity + DRAM bus	96 MB cap. + DRAM bus
Several fast serial I/O	Many fast serial I/O

"Architectural Issues for the 1990s" (From Microprocessor Forum 10-10-90):

Given:
Superscalar, superpipelined RISCs and Amdahl's Law will not be repealed
=> High performance in 1990s is not limited by CPU

Predictions for 1990s:
"Either/Or" CPU/Memory will disappear *("hit under miss")*

Multipronged attack on memory bottleneck
cache conscious compilers
lockup free caches / prefetching

All programs will become I/O bound; design accordingly

Most important CPU of 1990s is in DRAM: "IRAM"
(Intelligent RAM: 64Mb + 0.3M transistor CPU = 100.5%)
=> CPUs are genuinely free with IRAM

Example IRAM Architecture Options

- (Massively) Parallel Processors (MPP) in IRAM
  - Hardware: best potential performance / transistor, but less memory per processor
  - Software: few successes in 30 years: databases, file servers, dense matrix computations, ... delivered MPP performance often disappoints
  - Successes are in servers, which need more memory than found in IRAM
  - How get 10X-20X benefit with 4 processors?
  - Will potential speedup justify rewriting programs?

How difficult to build and sell 1B transistor chip?

- Microprocessor only: ≈600 people, new CAD tools, what to build? (≈100% cache?)
- DRAM only: What is proper architecture/ interface? 1 Gbit with 16b RAMBUS interface? 1 Gbit with new package, new 512b interface?
- IRAM: highly regular design, target is not hard, can be done by a dozen Berkeley grad students?

IRAM Cost

- Fallacy: IRAM must cost ≥ Intel chip in PC (≈ $250 to $750)
  - Lower cost package for IRAM:
    - » IRAM: 1 chip with ≈ 30-40 pins, 1-5 watts
    - » Intel Pentium II module (242 pins): 1 chip with ≈ 400 pins, + 512KB cache, graphics/memory controller = 43 watts
  - Cost of whole IRAM applications < $300
  - Mitsubishi M32R with 2MB memory < 2-4X memory
- Smaller footprint, lower power ⇒ IRAM cluster cost ≈ "DRAM cluster" (SIMM)

Testing in DRAM

- Importance of testing over time
  - Testing time affects time to qualification of new DRAM, time to First Customer Ship
  - Goal is to get 10% of market by being one of the first companies to FCS with good yield
  - Testing 10% to 15% of cost of early DRAM
- Built In Self Test of memory: BIST v. External tester? Vector Processor 10X v. Scalar Processor?
- System v. component may reduce testing cost

DRAM v. Desktop Microprocessors

Standards	pinout, package, refresh rate, capacity, ...	binary compatibility, IEEE 754, I/O bus
Sources	Multiple	Single
Figures of Merit	1) capacity, 1a) $/bit 2) BW, 3) latency	1) SPEC speed 2) cost
Improve Rate/year	1) 60%, 1a) 25%, 2) 20%, 3) 7%	1) 60%, 2) little change

DRAM Design Goals

- Reduce cell size 2.5, increase die size 1.5
- Sell 10% of a single DRAM generation
  - 6.25 billion DRAMs sold in 1996
- 3 phases: engineering samples, first customer ship(FCS), mass production
  - Fastest to FCS, mass production wins share
- Die size, testing time, yield => profit
  - Yield >> 60% (redundant rows/columns to repair flaws)

DRAMs over Time

DRAM Generation						
1st Gen. Sample	**'84**	**'87**	**'90**	**'93**	**'96**	**'99**
Memory Size	**1 Mb**	**4 Mb**	**16 Mb**	**64 Mb**	**256 Mb**	**1024 Mb**
Die Size (mm^2)	**55**	**85**	**130**	**200**	**300**	**450**
Memory Area (mm^2)	**30**	**47**	**72**	**110**	**165**	**250**
Memory Cell Area (μm^2)	**28.84**	**11.1**	**4.26**	**1.64**	**0.61**	**0.23**

(from Kazuhiro Sakashita, Mitsubishi)

ISIMM/IDISK Example: Sort

- Berkeley NOW cluster has world record sort: 8.6GB disk-to-disk using 95 processors in 1 minute
- Balanced system ratios for processor:memory:I/O
  - Processor: ≈ N MIPS
  - Large memory: N Mbit/s disk I/O & 2N Mb/s Network
  - Small memory: 2N Mbit/s disk I/O & 2N Mb/s Network
- Serial I/O at 2-4 GHz today (v. 0.1 GHz bus)
- IRAM: ≈ 2-4 GIPS + 2 2-4Gb/s I/O + 2 2-4Gb/s Net
- ISIMM: 16 IRAMs+net switch+ FC-AL links (+disks)
- 1 IRAM sorts 9 GB, Smart SIMM sorts 100 GB

Energy to Access Memory by Level of Memory Hierarchy

- For 1 access, measured in nJoules

	Conventional	IRAM
on-chip L1$(SRAM)	0.5	0.5
on-chip L2$(SRAM v. DRAM)	2.4	1.6
L1 to Memory (off- v. on-chip)	98.5	4.6
L2 to Memory (off-chip)	316.0	*(n.a.)*

  - » Based on Digital StrongARM, 0.35 µm technology
  - » See "The Energy Efficiency of IRAM Architectures," *24th Int'l Symp. on Computer Architecture*, June 1997

21st Century Benchmarks?

- Potential Applications (new model highlighted)
  - **Text**: spelling checker (ispell), Java compilers (Javac, Espresso), content-based searching (Digital Library)
  - **Image**: text interpreter(Ghostscript), mpeg-encode, ray tracer (povray), Synthetic Aperture Radar (2D FFT)
  - **Multimedia**: Speech (Noway), Handwriting (HSFSYS)
  - **Simulations**: Digital circuit (DigSim),Mandelbrot (MAJE)
- Others? suggestions requested!
  - Encryption (pgp), Games?, Object Relational Database?, Word Proc?, Reality Simulation/Holodeck?,

Justification#2: Berkeley has done one "lap"; ready for new architecture?

- RISC: Instruction set /Processor design + Compilers (1980-84)
- SOAR/SPUR: Obj. Oriented SW, Caches, & Shared Memory Multiprocessors + OS kernel (1983-89)
- RAID: Disk I/O + File systems (1988-93)
- NOW: Networks + Clusters + Protocols (1993-98)
- IRAM: Instruction set, Processor design, Memory Hierarchy, I/O, Network, and Compilers/OS (1996-200?)

Why a company should try IRAM

- If IRAM doesn't happen, then someday:
  - $10B fab for 16B Xtor MPU (too many gates per die)??
  - $12B fab for 16 Gbit DRAM (too many bits per die)??
- This is not rocket science. In 1997:
  - 20-50X improvement in memory density; ⇒ more memory per die or smaller die
  - 10X -100X improvement in memory performance
  - Regularity simplifies design/CAD/validate: 1B Xtors "easy"
  - Logic same speed
  - < 20% higher cost / wafer (but redundancy improves yield)
- IRAM success requires MPU expertise + DRAM fab

Words to Remember

"...a strategic inflection point is a time in the life of a business when its fundamentals are about to change. ... Let's not mince words: A strategic inflection point can be deadly when unattended to. Companies that begin a decline as a result of its changes rarely recover their previous greatness."

– *Only the Paranoid Survive*, Andrew S. Grove, 1996