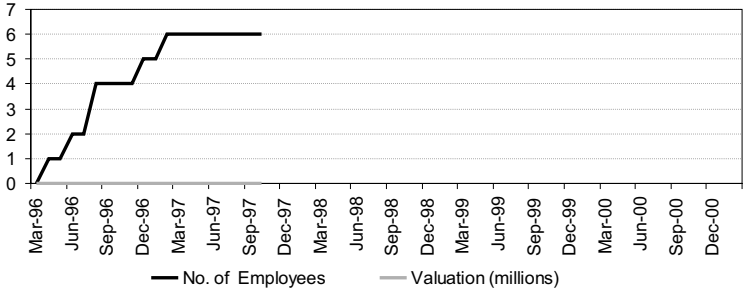


# October 1997



# The Web



Who would have thought that the medium could become the message?

We were still basically giving away CDs loaded with catalog information and calculational tools to help hospitals and architects. I know that sounds kind of dry. But it was the size and scope of it that was exciting.

It wasn't the information or the tools; it was the way that this stuff was organized that made it so cool.

The disk had little playful animations, illustrating various actions. The abrasive collaboration between Todd and me had led our CDs through an aesthetic wonderland. We experimented with odd, but cool interfaces. We created fun and unique ways to get through this myriad of new information.

I am sure that we drove our customers nuts with the constant changes, but the newness and potential of it all made us innovate at a frenzy.

I loved the design aspect of this process. I didn't think of myself as a programmer. Computer code was simply my sculpting tool. I learned each new function with only perfunctory attention. To me, each function was like a new architectural material. I had to learn its properties in the context of the structure I was trying to build. The materials had no significant interest for me. The creation was my focus.

We only charged hospitals for the more powerful versions of the tools. We were increasingly convinced that the bulk of the money to support the whole thing should come from the suppliers.

So, the more suppliers, the more money. The more money, the more fun we could have building stuff that helped others. What more could we ask?

But we were battling with how to fit the huge amount of catalog information required by a typical hospital onto the CDs that we were