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from Zwickler, Dieter Seitzer had spent most of his own career at IBM, collecting basic patents and developing keen commercial instincts. He directed his PhD students to do the same. When he saw the progress Brandenburg made in psychoacoustic research, he pushed him away from the university and toward the nearby Fraunhofer Institute for Integrated Circuits, the newly founded Bavarian technology incubator that Seitzer oversaw. The institute was a division of the Fraunhofer Society, a massive state-run research organization with dozens of campuses across the country—Germany's response to Bell Labs. Fraunhofer awarded taxpayers' money for promising research in a variety of academic disciplines, and, as research matured, mediated commercial relationships with large consumer industry companies. For a share in the future proceeds of Brandenburg's ideas, Fraunhofer offered state-of-the-art supercomputers, high-end acoustic equipment, professional intellectual property expertise and skilled engineering. The last one was critical. Brandenburg's method was complex, requiring several computationally demanding mathematical operations to be performed simultaneously. 1980s computer technology was barely up to the task, and algorithmic efficiency was key. Brandenburg needed a virtuoso, a caffeine-addled superstar who could translate graduate-level mathematical concepts into flawless computer code. At Fraunhofer he found his husband: a 26-year-old programmer named Bernhard Grill.Grill was shorter than Brandenburg and his manner was much calmer. His face was wide and and he carried bar sandy hair a little long. He spoke louder than Brandenburg, with more passion, and conversations with him were composed and natural. He told jokes, too, jokes that were-yes, not all the fun either, but certainly better than Brandenburg's. In the world of sound, Grill stood out, for it was possible to imagine him as something other than an engineer. Like Brandenburg, he was Bavarian, but his attitude was more bohemian. He had a relaxed, wonkish nature to him, and was the sort of person who, had he lived in America, may have favored sandals and a Hawaiian shirt. Maybe it was his background. While Brandenburg's father himself was a professor, and most of the other Fraunhofer scholars came from the upper middle class, Grill's father had worked in a factory. For Brandenburg, a university education had been a given, practically a birthright, but for Grill it had real significance. In his own way, he had rebelled against the typisch Deutsch mentality. His original passion had been music. At a young age Grill had raised the trumpet, and in his teens he practiced six hours a day. For a short period in his 20s, he had played professionally in a nine-man swing band. When the economic reality of this career choice became apparent, he had returned to technology, and stopped studying computers. But the music remained close to his heart, and over the years he gathered a huge, eclectic collection of recorded music from a variety of obscure genres. His second hobby was building speakers. Brandenburg and Grill were joined by four other Fraunhofer researchers. Heinz Gerhäuser supervised the institute's audio research group; Harald Popp was a hardware specialist; Ernst Eberlein was a signal processing expert; Jurgen Herre was another PhD student whose mathematical skills competed with Brandenburg's own. In recent years this group would refer to themselves as the original six. Starting in 1987, they took on the full-time task of creating commercial products based on Brandenburg patents. The group saw two potential avenues for development. First, Brandenburg's compression algorithm could be used to stream music—that is, send it directly to the user from a central server, as Seitzer had intended. Alternatively, Brandenburg's compression algorithm can be used to store music—that is, create replayable music files that the user would hold on a personal computer. Either way, size mattered, and getting the compression ratio to 12 to 1 was key. It was slow. Computing was still on its way out of its homebrew origins, and the team built most of their equipment by hand. The lab was a sea of cables, loudspeakers, signal processors, CD players, woofers and converters. Brandenburg's algorithm must be encoded directly on programmable chips, a process that can take days. Once a chip was created, would use it to compress a ten-page sample from a CD, then compare it to the original to see if they could hear the difference. When they could—which in the beginning almost always was—they refined the algorithm and tried again. They started at the top, with the piccolo, then worked down the scale. Grill, who had obsessed over acoustics since childhood, could see at once that the compression technique was far from marketable. Brandenburg's algorithm generated a lot of unpredictable errors, and sometimes that was all Grill could do to inventory. Sometimes the coding was muddy, as if the music was playing underwater. Sometimes hoisted, as static from an AM radio. Sometimes it was double-speak, as if the same recording had been overlaid twice. Worst of all was the pre-echo, a strange phenomenon in which ghostly remnants of musical phrases appeared several milliseconds early. Brandenburg's mathematics was elegant, even beautiful, but it could not fully account for the messy reality of perception. To really model human hearing, they needed human subjects. And these subjects required training to understand vocabulary failure as well as Grill did. And once this expertise was established, it would have to be handed over to thousands upon thousands of controlled, randomized, double-blind trials. Grill approached this time-consuming endeavor with enthusiasm. He was what they called a golden ear: he was able to distinguish between microtones and pick up on frequencies normally only available to children and dogs. He approached the sense of hearing as a perfumer approached the sense of smell, and this sharpened sense allowed him to name and grade certain sensory phenomena—certain aspects of reality, really—that others could never know. Accused of choosing reference material, Grill combed his massive CD archive for all sorts of forms of music: funk, jazz, rock, R&Amp;Amp; B, metal, classic-every genre except rap, which he disliked. He wanted to throw everything he could find on Brandenburg's algorithm, to make sure it could handle every case imaginable. Funded by Fraunhofer's generous research budget, Grill went beyond music to become a collector of exotic noise. He found recordings of fast-paced speakers with difficult accents. He found recordings of bird calls and crowd noise. He found recordings of clacking castanets and mistuned harpsichord. His personal favorite came from a visit to Boeing's headquarters in Seattle, where he found in the gift shop a collection of audio samples from roaring jet engines. Under Grill's leadership, Fraunhofer also bought several pairs of thousand dollar Stax headphones. Made in Japan, these electrostatic ear peaks were the size of bricks and required their own dedicated amplifiers. They were impractical and expensive, but considered Stax to be the finest equipment in the history of sound. They revealed every imperfection with grid clarity, and the ability to isolate these digital bugs spurred a cycle of continuous improvement. As a shrinking beam, the compression algorithm can target different output sizes. At half size, the files sounded decent. At quarter size, they sounded OK. In March 1988, Brandenburg isolated a recording of a piano solo, then dialed the encoding ratio as low as he dared—all the way down to Seitzer's crazy stretch of goal of the one-twelfth CD size. The resulting coding was lousy with errors. Brandenburg would later say that the pianist sounded drunk. But still, this experiment in anxious listening gave him confidence, and he began to see for the first time how Seitzer's vision can be achieved. Increases in processing power spurred progress. Within a year Brandenburg's algorithm handled a variety of recorded music. The team hit a milestone with 1812 Overture, then another with Tracy Chapman, then another with a song by Gloria Estefan (Grill was on a Latin kick). In late 1988, the team made its first sale, and sent a hand-built decoder to the first ever end user of mp3 technology: a small radio station run by missionaries on the remote Micronesian island of Saipan.But an audio source showed intractable: what Grill, with its imperfect command of English, called the lonely voice. (He meant alone.) Human speech could not, isolated, be psychoacoustically masked. Nor could you use Huffman's pattern recognition approach—the essence of the century was its dynamic nature, its plosives and sibilants and glottal stops. Brandenburg's shrinking algorithm was able to handle symphonies, guitar solos, cannons, even Oye Mi Canto, but it still couldn't handle a newscast. Stuck, Brandenburg isolated samples of lonely voices. The first was a recording of a difficult German dialect that had plagued sound engineers for years. The second was an excerpt of Suzanne Vega singing the opening bars of Tom's Diner, her 1987 radio hit. You may remember the a cappella intro to Tom's Diner. It goes like this:Duut duu duuDuut duu duuDuut duu duuDuut duu duuDuut duu duuVega had a beautiful voice, but on the early stereo encodings it sounded as if there were rats scratching on the tape. In 1989 Brandenburg received his PhD. He then took voice samples with him at a community to AT&Amp;Amp; T's Bell Labs in Murray Hill, New Jersey. There he worked with James Johnston, a specialist in voice coding. Johnston was the Newton to Brandenburg's Leibniz-independent, he had suffered an identical mathematical approach to psychoacoustic modeling, at almost exactly the same time. After an initial period used to mark territory, the two decided to cooperate. Whole listening tests continued in parallel in Erlangen and Murray Hill, but the American subjects proved to be less patient than the Germans. After listening to the same rat-eaten, four-second sample of Tom's Diner several hundred times, the volunteers at Bell Labs revolted, and Brandenburg had to finish the experiment on its own. He was there in New Jersey listening to Suzanne Vega when the Berlin Wall fell. Johnston was impressed with Brandenburg. He had spent his life around academic scholars and was used to brilliance, but he had never seen anyone work so hard. Their collaboration spurred several breakthroughs, and soon scratchrats were banished. In early 1990 Brandenburg returned to Germany with an almost finished product in hand. Many compressed samples now showed a state of perfect transparency: even for a discriminating listener like Grill, using the best equipment, they were indistinguishable from the original CDs. Impressed, AT&Amp;Amp; T officially graced the technology with its imprimatur and a minimum of corporate financing. Thomson, a French consumer electronics concern, also began to provide money and technical support. But companies sought an edge in psychoacoustics, because this long-ignored academic discipline was suddenly white hot. Research teams from Europe, Japan and the United States had been working on the same problem, and other large companies were jockeying for position. Many had thrown their weight behind Fraunhofer's better established competitors. Seeking to mediate, the moving image experts Group (MPEG)-the standards committee that even today decides which technology makes it to the consumer marketplace-convened a contest in Stockholm in June 1990 to conduct formalized listening tests for the competing methods. When the 1990s opened, MPEG was preparing for a decade of disruption, shaping technical standards for near-future technologies such as HD TVs and the digital video disc. Being a moving image expert, the committee had first focused exclusively on video quality. Audio coding problems were an afterthought, one they had tackled only after Brandenburg pointed out that there was no longer much of a market for silent films. (This was the kind of joke Brandenburg liked to make.) An MPEG endorsement may involve a fortune in licensing fees, but Brandenburg knew it would be difficult to obtain. The Stockholm competition would be graded against ten sound benchmarks: an Ornette Coleman solo, the Tracy Chapman song Fast Car, a trumpet solo, a glockenspiel, a recording of fireworks, two separate bass solos, a ten-second castanet sample, an excerpt of a newscast and a recording of Suzanne Vega performing Tom's Diner. (The last one was proposed by Fraunhofer.) The judges were neutral participants, selected from a group of Swedish doctoral students. And MPEG needed undamaged ears that could still hear high-frequency frequencies, the evaluators skewed young. Fourteen different groups submitted records to the MPEG trials—the high-stakes version of a middle school science fair. On the eve of the competition, the competing groups held informal demonstrations. Brandenburg was sure his group would win. He believed that access to Zwickler's innovative research, still untranslated from German, gave him an insurmountable edge. The next day a room full of light-haired, ready-eared Scandinavian virgins spent the morning listening to Fast Car ripped 14 different ways. Listeners scored the audio quality results on a five-point scale. After tabulating the responses, MPEG announced the results-it was a tie! At the top was Fraunhofer, locked in a statistical dead heat with a rival group called MUSICAM. No one else was close. Fraunhofer's strong performance in the competition was unexpected. They were a dark horse candidate from a research institution, a bunch of graduate students competing against established business players. MUSICAM was more representative of the typical MPEG competition winner—a well-funded consortium of inventors from four different European universities, with deep ties to the Dutch company Philips, which kept the patents on the CD. MUSICAM also had several German researchers on staff, and Brandenburg suspected that this was not a coincidence. They had had access to Zwickler's untranslated research as well. MPEG had not anticipated a tie, and had not made provisions to break one. Fraunhofer's approach improved sound quality with less data, but MUSICAM's required less processing power. Brandenburg felt this difference worked in his favor, as computing speed improved with each new chip cycle, and doubled every 24 months or so. Improving bandwidth was more difficult, as it required digging up the city streets and replacing thousands of miles of cable. Thus, Brandenburg felt, MPEG should make sure to preserve bandwidth rather than processing cycles, and he repeatedly made this argument to the audio committee. But he felt he was being ignored. After Stockholm, the team waited for months for a decision from MPEG. In October 1990, Germany reunited, and Grill kept himself busy by applying Brandenburg's algorithm to his new favorite song: Scorpius' Wind of Change. In November, Eberhard Zwickler, a hearing scientist and table tennis enthusiast, died at the age of 66. In January 1991, the Fraunhofer team rolled out its first commercial product, a 25-pound transmission hardware rack. It made an early sale to bus shelters in a reunited Berlin.Finally, MPEG approached Fraunhofer with a compromise. The committee would make several endorsements. Fraunhofer would be included, but only if they agreed to play by certain rules, dictated by MUSICAM. I they would need to adopt a gangrenous piece of proprietary technology called a polyphase quadrature filter bank. There were no uglier words. Some kind of filter bank was necessary—this was the technology that shared sound in component frequencies, in the same way a prism made light, but the Fraunhofer team already had its own filter bank, which worked well. Adding another would double the complexity of the algorithm, without increasing the sound quality. Worse, Philips had a patent on the code, which meant giving a financial stake in Fraunhofer's project to its main competitor. After a long and heated internal debate, Brandenburg finally agreed to this compromise, because he did not see a way forward without MPEG's approval. But to others in the project, it looked like Fraunhofer had been fleeced. In April 1991, MPEG made its endorsements public. Of the 14 original contenders, three methods would survive. The first was called Moving Picture Experts Group, Audio Layer I, a compression method optimized for digital cassette tape that was obsolete practically the moment the press release was distributed. Then, with a name scheme that could only have come from a committee of engineers, MPEG announced the other two methods: the MUSICAM method, which would henceforth be known as the moving picture experts group, Audio Layer II-better known today as mp2 and Brandenburg's method, which henceforth would be known as moving picture experts group, Audio Layer III-better known today as mp3. Instead, the MPEG had tried to create a unified framework for cooperation and triggered a format war. The mp3 had the technical edge, but mp2 had name recognition and deeper business support. The MUSICAM group was really just a proxy for Philips, and Philips was a visionary. The company made a fortune in licensing from the CD, but already, in 1990, with CD sales just starting to outperform vinyl, it was looking to check the market for its possible replacement. This far-sighted strategic planning was complemented by a certain gift for low cunning. At this time, both Brandenburg and Grill began to suspect that the suits at Philips influenced MPEG's decision by lobbying behind the scenes. Johnston, the American, shared these suspicions of favoritism, and mocked the ridiculous three-tiered stock system, a last-minute rule change MPEG had made only when its favored team looked likely to lose. Brandenburg, Grill, and Johnston all used the same words to describe this emerging phenomenon: politics—a hateful situation in which personal relationships and business considerations overruled scientific data.MPEG defended their decisions and denied any accusations of bias. MUSICAM researchers were outraged by the proposal. Still, the story showed that, from the AC/DC Current Wars of the late century to the VHS-Betamax battle of the 1980s, the victory did not necessarily go to the best, but to the most sinister. From Edison to Sony, the spoils were won by those who not only promoted their own standards, but who cleverly undermined competition. There was a reason they called it a shaped war. The Fraunhofer team, made up of young, naïve academics, were unprepared for such a battle. Over the next few years, in five straight head-to-head races, they got swept. Standardization committees chose mp2 for digital FM radio, for interactive CD-ROM, for Video Compact Disc (the precursor to DVD), for Digital Audio Tape, and for the soundtrack to over-the-air HDTV broadcasts. They chose mp3 for nothing. In discussions with other engineers, the team kept hearing the same criticism: that mp3 was too complicated. In other words, ate up too much computer processing power for what it spit out. The problem can be traced to the Philips baneful filter bank. Half the work the mp3 did was just getting around it. In the technical diagrams explaining the mp3 technology, the flowchart showed how Brandenburg's algorithm completely circumvented the filter bank, like a detour around a car accident. The Fraunhofer team began to see how they had been outmaneuvered. Philips had convinced Fraunhofer to adopt its own ineffective method, then pointed to this exact inefficiency to lower them with standards committees. Worse, engineers there seemed to have started a whisper campaign, spreading the word about these failures to the audio technology community at large. It was commendable sabotage. They had tricked Fraunhofer into wearing an ugly dress to the pageant, then made fun of them behind their backs. But Brandenburg was not one to cry in the corner-ugly dress or not, he was determined to win. In July 1993 he was given a board position in Fraunhofer. Although he had zero business experience and struggled from a losing position, he drove his team all the time. Around this time a gang of thieves broke into the Erlangen campus in the middle of the night, spending tens of thousands of dollars in computer equipment. Each division was hit, given the floor that housed sound research. There, at some dead hour of night, long after everyone else had gone home, two mp3 researchers were still in the listening lab, deaf to the world in their expensive Japanese headphones. This devotion paid off. By 1994, mp3 offered significant improvements in audio quality across mp2, although it still took slightly longer to encode. Even at the aggressive 12 to 1 compression ratio, the mp3 sounded decent, if not completely stereo quality. Twelve years after a patent examiner told Seitzer that it was impossible, the ability to stream music over digital phone lines was almost at hand. Plus, there were growing home PC market, and the prospect of locally stored mp3 media applications. They just had to get that far. In early 1995, the mp2 again beat mp3 in a standard competition, this time for a massive market: the soundtrack for home DVD players. After watching Brandenburg's team go zero for six, budget directors at Fraunhofer began asking difficult questions. Type: why haven't you won a standard competition yet? And: why do you have fewer than 100 customers? And: do you think we might be able to borrow some of your engineers for another project? And: remind me again why the German taxpayers have sunk millions of deutsche mark in this idea? So in the spring of 1995, when Fraunhofer entered his last competition, for a subset of multicast frequencies on the European radio band, winning was all. This was a small market, certainly, but one that would provide enough revenue to keep the team together. And for once, there was cause for optimism: the group's meetings rotated through its membership base, and this time Fraunhofer was scheduled to host. They would be at home, and the final decision on mp3 would be hashed out in a conference room just down the hall from the laboratory where, seven years earlier, work on piccolo had begun. For months in advance, the sending group strung Fraunhofer together. They promised to review the decisions of the past and encouraged them to continue the development of mp3. They welcomed Brandenburg's presence at committee meetings and told him that they understood the funding difficulties his team faced. They urged him to hold out a little longer. In the run-up to the meeting, the Committee's specialised audio subgroup even formally recommended the adoption of the MP3 group. Yet Brandenburg wanted nothing left to chance. He put together an engineering document that revealed the complexity myth in detail. Fifty pages long, it included a chart showing how, over the past five years, processing speed was faster than bandwidth gains, just as he had predicted. The meeting started late in the morning. The conference room in Erlangen was small and the working group was large, so Grill and the other non-representative members of the team had to wait outside. Brandenburg was optimistic when he took his place. He distributed bound copies of his fifty-page presentation, then worked through his talking points with quiet precision. The mp3 could encode higher quality audio with less data, he said. When planning standards, it was important to look to the future, he says. Computer processing speed would catch up with the algorithm, he said. The complexity argument was a myth, he said. Throughout, he referred to the presentation. When he was done, it was MUSICAM's turn. They handed out a presentation as well. It was two pages long. Their spiel was just as short: a clever reminder of simplicity of mp2. The committee then began its discussions. Brandenburg quickly realized that, despite the subgroup's official recommendation, mp3 was guaranteed nothing. Deliberations continued over the next five hours. The talks turned violent, and once again Brandenburg felt behind the scenes intrigues of a political nature. An increasingly agitated Grill repeatedly stopped at the conference room, then left to pace the hall with his colleagues. Finally, a representative from Philips took to the floor. His argument was succinct: two separate radio standards would lead to fear, uncertainty and doubt. The whole point of standards was that you only needed one. After a subtle dig at mp3's processing power requirements, he concluded with a direct appeal to the working group's voting members: Don't destabilize the system. Then the Steering Committee-in the interest of stability, probably-voted to abandon mp3 forever. This was the end. There was nothing left to hope for. MPEG had blocked them from the video disc and the broadcasting committees had kicked them off the airwaves. In head-to-head contests against mp2, Fraunhofer was now zero for seven. The mp3 was Betamax.Bernhard Grill was crushed. He had been working on this technique for the better part of a decade. Standing in the crowded conference room, his back to the wall, he considered challenging the verdict. He was emotional, and he knew that when he started speaking, he might lose control and unleash an angry harangue, driven by the incurred frustration he felt toward this group of know-nothing corporate big shots who had been stringing him together for years. Instead, he remained silent. Typisch Deutsch, after all. Grill's failure to speak up right now would haunt him for years to come. The budget vultures smelled like blood, and he knew that mp3's corporate insurers would now pull the plug. The German state was happy to sponsor a technique with a chance, but now the format war was simply lost. Grill was stubborn, and determined to go down swinging, but he foresaw tough calls ahead: the closure of a dead-end project, the dissolution of the team, patronizing commiseration over years of work spent for nothing. Even Karlheinz Brandenburg was devastated. He had handled the previous losses with equanimity, but this time they would let him get his hopes up. The Philips delegate hadn't even made a real fight. He had just exercised his political muscles, and that was it. The whole experience seemed sadistic, a deliberate attempt to crush his spirits. For years to come, when he spoke of this meeting, the nervous smile would fade, his lips would tighten, and a distant gaze would appear on his face. Nevertheless, this technique, in which verified results should necessarily triumph over human emotions. After the meeting gathered his team for a short pep talk, during which—the forced smile has returned—he explained how the standards of people had simply made a mistake. Again. The team was puzzled by this optimistic attitude, but Brandenburg was able to point to a binder full of technical data, full of double-blind tests, that consistently showed his technique was better. Political dicking aside, that's all that mattered. Somehow, mp3 had to win in the end. They just had to find someone to listen. CHAPTER 2On a Saturday morning later that year, in 1995, two men commuted to work at the PolyGram CD-disc manufacturing facility in Kings Mountain, North Carolina. They traveled in a black Jeep Grand Cherokee four times four with heavily tinted windows. The men were both part-time workers at the facility, and their weekend gigs complemented the income they earned from other job moving furniture and serving fast food. The passenger's name was James Anthony Dockery, but everyone called him Tony. The driver's name was Bennie Lydell Glover, but everyone called him Dell. The men had met a few months earlier on the factory floor, where Dockery, a speaker, had convinced Glover, a listener, to give him a standing trip to work. They both lived in Shelby, a small town of 15,000 people located about twenty minutes to the northwest. Glover was 21 years old. Dockery was 25. None of them had graduated from college. They both practiced Baptists. None of them had lived more than a few kilometres from where he had been born. Glover was black, wore a chinstrap beard and a well manicured fade, and dressed in T-shirts and blue jeans. His physique was cunning and muscular, and the corners turned down into a grimace. His heavy eyelids gave his face a look of eternal indifference, his body language was slow and intentional, and there was a stillness in his presence that approached the torpor. When he spoke, which was not often, he would first take several moments to gather his thoughts. Then his voice emerged, extremely deep and drenched in syrupy tones in the small-town South, the means of delivery for a pithy sentence, perhaps less. Dockery was white, with close cropped sandy blond hair and bloated, glassy eyes. He was shorter than Glover, and his weight was vacillating between mere girth and positively obese. He was a fast-talking joker, emotional and volatile, and although he could be quick to anger, he tended to laugh when he cursed you. He made his opinions available to anyone who would listen, and also to many who would not. - This text refers to an out of print or inaccessible edition of this title. Title.

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