

SAN FRANCISCO CABLE CARS

TRUE/FALSE

1. After the Gold Rush, San Francisco's 43 hills were
 - a) killing people and wearing out horses
 - ☒ b) a huge obstacle to expansion
 - c) unique to San Francisco

2. Long steel cables move constantly
 - ☒ a) at a speed of nine and a half miles per hour
 - b) to push cable cars throughout the city
 - c) 24 hours a day

3. Halliday, the man who had the idea, was a former
 - a) cable car driver himself
 - b) sailor
 - ☒ c) miner

4. The investment came from
 - a) the city of San Francisco
 - b) the Government of California
 - ☒ c) private investors including Halliday

5. The first cable car ran up and down Clay st.
 - a) August 1st 1833
 - b) August 1st 1873
 - c) October 21st 1870

6. The cable car
 - ☒ a) has been running continually since
 - b) was restarted as a tourist attraction in 1986
 - c) suspended operations briefly during the Second World War

7. A "grip man"

- a) holds on tight to the cable car
- b) has an easy job
- ☒ c) has the job of running the cable car

8. San Francisco's cable cars

- a) used to be called omnibuses
- ☒ b) is the oldest continuously running public transport system in the world
- c) is the oldest transport system in the world

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May 7, 2011

The Class That Built Apps, and Fortunes

By MIGUEL HELFT

STANFORD, Calif.

ALL right, class, here's your homework assignment: Devise an app. Get people to use it. Repeat.

That was the task for some Stanford students in the fall of 2007, in what became known here as the "Facebook Class."

No one expected what happened next.

The students ended up getting millions of users for free apps that they designed to run on Facebook. And, as advertising rolled in, some of those students started making far more money than their professors.

Almost overnight, the Facebook Class fired up the careers and fortunes of more than two dozen students and teachers here. It also helped to pioneer a new model of entrepreneurship that has upturned the tech establishment: the lean start-up.

"Everything was happening so fast," recalls Joachim De Lombaert, now 23. His team's app netted \$3,000 a day and morphed into a company that later sold for a six-figure sum.

"I almost didn't realize what it all meant," he says.

Neither did many of his classmates. Back then, Facebook apps were a novelty. The iPhone had just arrived, and the first Android phone was a year off.

But by teaching students to build no-frills apps, distribute them quickly and worry about perfecting them later, the Facebook Class stumbled upon what has become standard operating procedure for a new generation of entrepreneurs and investors in Silicon Valley and beyond. For many, the long trek from idea to product to company has turned into a sprint.

Start-ups once required a lot of money, time and people. But over the past decade, free, open-source software and "cloud" services have brought costs down, while ad networks help bring in revenue quickly.

The app phenomenon has accentuated the trend and helped unleash what some call a new wave of technology innovation — and what others call a bubble.

Early on, the Facebook Class became a microcosm of Silicon Valley. Working in teams of three, the 75 students created apps that collectively had 16 million users in just 10 weeks. Many of those apps were sort of silly: Mr. De Lombaert's, for example, allowed users to send "hotness" points to Facebook friends. Yet during the term, the apps, free for users, generated roughly \$1 million in advertising revenue.

Such successes helped inspire entrepreneurs to ditch business plans and work on apps. Not all succeeded, but those that did helped to fuel the expansion of Facebook, which now has nearly 700 million users.

Venture capitalists also began rethinking their approach. Some created investment funds tailored to the new, bare-bones start-ups.

"A lot of the concepts and ideas that came out of the class influenced the structure of the fund that I am working on now," says Dave McClure, one of the class instructors and founder of 500 Startups, which invests in lean start-ups. "The class was the realization that this stuff really works."

Nearly four years later, many of the students have learned that building a business is a lot harder than creating an app — even an app worthy of an A+.

"Starting a company is definitely more work," says Edward Baker, who was Mr. De Lombaert's partner in the class and later in business. The two have founded Friend.ly, a social networking start-up.

Still, many students were richly rewarded. Some turned their homework into companies. A few have since sold those businesses to the likes of Zynga. Others joined hot start-ups like RockYou, a gaming site that at the time was among the most successful Facebook apps.

The Facebook Class changed Mr. De Lombaert's life. His team's app, Send Hotness, brought in more users and more money faster than any other in the class. And its success attracted the attention of venture capitalists.

"The class, more than anything, set the tone for us to try to start something big," says Mr. Baker, 32, Friend.ly's C.E.O.

When the Send Hotness app began to take off, Mr. Baker encouraged Mr. De Lombaert to treat himself to a new car. Mr. De Lombaert settled for a laptop. (He also put some money aside to

help to pay his Stanford tuition.) They eventually sold the app to a dating Web site.

Facebook did not actively participate in the Stanford class. But some of its engineers attended sessions, and it benefited from the success of the students' apps. "It really felt like an incubator," says David Fetterman, a Facebook engineer who helped develop the applications platform.

The startling success of some of the class's projects got Silicon Valley buzzing. The final session, held in an auditorium in December 2007, was attended by more than 500 people, including many investors.

"The Facebook platform was taking off, and there was this feeling of a gold rush," said Mike Maples Jr., an investor who attended some of the classes and ended up backing one of the start-ups.

THE Facebook Class was the brainchild of B. J. Fogg, who runs the Persuasive Technology Lab at Stanford. An energetic academic and an innovation guru, he focuses on how to harness technology and human psychology to influence people's behavior.

Mr. Fogg thought that the Facebook platform would be a good way to test some of his theories. Creating a new model of entrepreneurship was far from his mind.

At first, university administrators pushed back. "Facebook was not taken so seriously in academic circles back then," Mr. Fogg recalls.

But there was no hesitation among students — from undergraduates in computer science to M.B.A. candidates — who were spending much of their lives immersed in Facebook.

From the start, many approached the class from a business angle. Mr. Baker, for instance, was a graduate business student but lacked technical skills, so he spent his first week interviewing engineers. "I wanted a technical co-founder," he says.

He settled on Mr. De Lombaert, and the two, along with a third student, Alex Onsager, created Send Hotness. It let users send points to friends they considered "hot" and to compare "hotness" rankings.

Soon they found themselves in a proverbial "the dog ate my homework" situation. Three days before a presentation was due, Mr. De Lombaert accidentally deleted the computer code he was tinkering with. "We kind of freaked out," he recalls.

Rebuilding the app would take too long. So, working around the clock over a weekend, they built another version, with a more rudimentary algorithm.

The stripped-down app took off. In five weeks, five million people signed up. When the team began placing ads on the app, the money poured in.

They had stumbled upon one of the themes of the class: make things simple, and perfect them later.

"The students did an amazing job of getting stuff into the market very quickly," says Michael Dearing, a consulting associate professor at the Institute of Design at Stanford, who now teaches a class based on similar, rapid prototyping ideas. "It was a huge success."

DAN GREENBERG was sitting at the kitchen table one night when he and another teaching assistant decided to get into the app game. Mr. Greenberg, a graduate student who had done research for Mr. Fogg, hadn't planned to get app-happy. But the students' success whetted his appetite.

Four weeks into the quarter, he and his colleague, Rob Fan, set out to create an app that would let Facebook users send "hugs" to one another.

It took them all of five hours.

The app took off. So they moved on to apps for "kisses," "pillow fights" and other digital interactions — 70 in all.

Their apps caught on with millions of people and were soon bringing in nearly \$100,000 a month in ads. After the class ended, the two started a company, 750 Industries, named after the 750 Pub at Stanford where Mr. Greenberg and Mr. Fan were drinking when they decided to become business partners.

But juggling the business and schoolwork was too much for Mr. Greenberg, then 22. So he called his father.

"I said, 'Dad, it is 10 p.m., and I've got so much stuff to do,'" Mr. Greenberg recalls. "'We're running this business, and I've got customers, and we are earning money, and we got financing and we have people to hire. But I have to write a paper tonight, and I just don't have time for it.'"

His father advised him to pull a Mark Zuckerberg and drop out. The next day, Mr. Greenberg did just that.

Now 25, he works out of a glass-walled corner office in San Francisco. He is C.E.O. of his company, now called Sharethrough, which uses social media to distribute videos across the Web for companies. It employs 30 people and has raised about \$6 million in venture capital. "It feels

like a fairy tale when you look back on it," he says of the class.

He has upgraded his lifestyle somewhat, but still doesn't own a car. "I have a Vespa and skateboard," he says.

"LOVE CHILD." It sounds like an unlikely name for an app. But Johnny Hwin and his Stanford class team set out to build an app of that name, one that would let two users create and raise a virtual child. It never took off.

"We were overly ambitious," Mr. Hwin says.

Seeing his classmates strike gold with simpler ideas proved to be a valuable lesson. In 2009, he began working on Damntherradio.com, a Facebook marketing tool that helped bands and musicians connect with fans online.

It opened last June and was acquired in January by FanBridge, where Mr. Hwin is now a vice president, for a few million dollars, he says.

Mr. Hwin, who is 26 and also a musician, now lives in a loft space in the Mission neighborhood in San Francisco. He uses his place as a kind of salon for late-night art shows and concerts.

"With Love Child, we wanted it to be perfect," he says. With Damntherradio, he found his first clients by showing mockups of the product. "We were able to launch within weeks," he says.

Another class member, Robert Cezar Matei, says he had only modest success with his projects. One, he said, allowed users to send "cheesy pickup lines" to friends; another encouraged people to reveal something about themselves. After graduating from Stanford, he wanted to earn some money to go traveling, but instead of getting a job, he decided to write Facebook apps. "I'd seen my peers being so successful with apps," he says. "If they could do it, I could do it."

After a few false starts, he created an app that let people send points and "kisses" to friends. It struggled until Mr. Matei, who speaks several languages, translated the app. The next day, traffic jumped fivefold. He added games, and employees, and the app became one of the most popular Facebook programs in Europe. In late 2009, he sold to Zynga for an undisclosed sum.

Also in the class was Joshua Reeves, who built an app that created animations that Facebook members would send to one another as birthday greetings or other messages. It made enough money for him to quit his job in 2008 to start Buzzeo, a content management system for Facebook. A year ago, Buzzeo was acquired by Context Optional, where Mr. Reeves, 28, is now a vice president. Last week, Efficient Frontier, a digital marketing company, acquired Context Optional for an undisclosed sum.

ONE recent afternoon at the headquarters of Friend.ly in Mountain View, Calif., 10 engineers worked away as two employees turned their attention to a companywide project: a 24,000-piece jigsaw puzzle.

For much of the past year, Friend.ly has worked on developing its service, a social network for meeting new people, without much success. A few weeks ago, the work appeared to pay off: traffic took off, growing to nearly five million monthly users.

Mr. Baker says the Facebook platform is a magnet for young developers, even though the kind of simple apps that were the focus of his Stanford class now face bigger hurdles. Facebook has made it harder to develop big-hit apps by controlling how apps spread virally.

But Mr. Fogg, says that for those who were at the right place at the right time — in late 2007 — things were different. “There was a period of time when you could walk in and collect gold,” he says. “It was landscape that was ready to be harvested.”

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SAN FRANCISCO MUTI-CHOICE QUESTIONS

Read the article "Students pioneer new way of making it Bare-bones start-up" and answer the following questions by selecting the best single response.

1. Stamford University's "Facebook Class"
 - a) taught students all about Facebook
 - b) was not expected to start in the fall of 2007
 - ☒ c) ended up with some of the students earning more money than their professors.

2. The class taught students
 - ☒ a) to build no-frills apps, distribute them quickly and worry about perfecting them later
 - b) how to use Facebook correctly
 - c) that start-ups require money, time and people.

3. All of the apps developed by the Facebook class
 - a) were an instant huge success
 - b) were developed by Mr. De Lombaert
 - ☒ c) were developed by students working in teams of three.

4. Four years later many of the students
 - a) are turning their companies into homework
 - ☒ b) have learned that building a business is a lot harder than creating an app
 - c) are treating themselves to new cars and laptops

5. The Stanford Facebook Class
 - ☒ a) got Silicon Valley buzzing
 - b) was actively supported by Facebook
 - c) created a gold rush

6. Dan Greenberg decided to get into the app game
 - a) after his dog ate Mr De Lombaert's homework

- ☒ b) after his father advised him to "pull a mark Zuckerberg"
- c) after the students' success had whetted his appetite.

7. Mr. Hwin had success with Damntherradio.com

- a) because he his a musician
- b) because he lives in a loft in the Mission district
- ☒ c) because of his experience with "Love Child"

8. Mr. Fogg say that

- a) Facebook is a landscape ready to be harvested
- ☒ b) That 2007 was a time when you could walk in and collect gold
- c) That Facebook is a magnet for young developers.

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THE WALL STREET JOURNAL

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TECHNOLOGY | OCTOBER 13, 2010

Tech Buoy San Francisco

Start-Ups Drawn to City's Design Talent, Amenities and Rents Create a Boomlet

By PUI-WING TAM And NICK WINGFIELD

SAN FRANCISCO—San Francisco is enjoying a renaissance as a technology center, as numerous Web and digital-media companies move in or expand in a burst of economic activity not seen since the dot-com boom of the 1990s.



Brian L. Frank for The Wall Street Journal

Software engineer Robby Obaya with his dog Ginger in the Farmville wing of the Zynga Game Network offices in San Francisco.

While there has long been plenty of high-tech ferment 30 miles to the south in Silicon Valley, San Francisco itself has traditionally been the region's finance and cultural center rather than a tech magnet. Now, the city is seeing growth from start-ups such as micro-blogging service Twitter Inc. and social-gaming company Zynga Game Network Inc.

Late last month, Zynga announced a seven-year lease for a 270,000-square-foot space in the South of Market neighborhood, one of San Francisco's biggest commercial-rental deals in years.

At the same time, the city's design talent, cheaper office rents and mix of amenities are drawing an influx of smaller tech

firms, such as social-gaming start-up Booyah Inc. and help-desk software start-up Zendesk Inc.

"San Francisco is absolutely becoming ground zero for mobile and Web start-ups," said John Hering, chief executive officer of Lookout Mobile Security, a 35-person company that arrived from Los Angeles in January.

It isn't clear how sustainable San Francisco's tech boom is, though, especially since start-ups are by definition unproven. Many of the Web-based ones aren't yet generating revenue, much less profit. And most rely largely on the same cadres of venture capitalists, so if funding dried up, the impact would be widely felt.

During the previous dot-com boom, when San Francisco was sprouting Internet firms such as Pets.com Inc., the ferment spawned tech-filled enclaves before a tech bust in 2000 and 2001 wiped out many of the companies. While the sector has shown fits and starts of revival since then, city officials and entrepreneurs said the current level of tech activity is among the most sustained in San Francisco in a decade.

"After the dot-com implosion, everyone had an alternative" for where to locate, said San Francisco Mayor Gavin Newsom. "Now, jobs are chasing people."

Mr. Newsom said Zynga's new lease is the first in a series of office-space deals with Web companies that he expects to be announced in coming weeks. Overall, there are now some 500 tech companies in San Francisco, according to the city's Office of Economic and Workforce Development, which began tracking the number of local tech firms last year.

The activity is crucial for San Francisco, which is projecting a budget shortfall of around \$450 million for the 2011-12 fiscal year.

And with the city's unemployment rate at 9.7% in August, tech companies have fueled pockets of job growth, with a 50% increase in the number of software jobs and more than a 20% jump in Internet publisher jobs for the 18

months ended in late 2009, according to Ted Egan, chief economist in San Francisco's Controller's Office.

The influx is also buoying commercial real estate. Tech companies are seeking 1.3 million square feet of space—either to expand or set up shop here— and make up 30% of the current demand for office space, according to Colliers International. Investors are pouring money into the city's start-ups, with venture capitalists putting \$528 million into San Francisco companies in the second quarter, more than triple the \$164 million in the same period a year earlier, according to research firm VentureSource.

San Francisco now rivals Silicon Valley for hot start-ups, some investors say. "The growth rate of exciting companies is happening more in San Francisco than elsewhere," said George Zachary, a venture capitalist at Charles River Ventures in Menlo Park, Calif. Of the 16 companies he has recently given "seed" financing to, Mr. Zachary said, about 10 are located in the city.

The activity doesn't span all areas of tech; computer-hardware makers still gravitate to Silicon Valley, which has no equal for engineering talent, and start-ups that move north aren't as close to potential partners such as Facebook Inc. in Palo Alto.

San Francisco's tech scene is instead concentrated in a younger generation of smaller, Web-centric companies, especially those in social games and mobile software. Many of these companies require designers, who executives say are more likely to live in San Francisco than in Silicon Valley, especially with the city's mix of advertising, artistic and publishing scenes.

In addition, office rents in San Francisco are cheaper than in Silicon Valley towns such as Palo Alto. Office asking rents were recently \$51.48 per square foot a year for full service in Palo Alto versus \$32.50 in San Francisco, according to Cornish & Carey Commercial Newmark Knight Frank.

John Ham, CEO of live video start-up Ustream Inc., said he relocated his company to San Francisco from Silicon Valley in May after he was quoted rents in the city that were less than half those in Palo Alto. Armed with \$75 million in new funding, Mr. Ham found a 22,000-square-foot office for Ustream to expand in San Francisco and has since beefed up his work force to 200 people from less than 30 earlier this year.

"Entrepreneurs have limited capital and we're getting a real good deal here," Mr. Ham said.

Still, companies such as CloudKick Inc. said they are attracted to San Francisco's amenities, such as better restaurants and public transportation. Alex Polvi, CEO of the 12-person Web start-up, was one of several employees who sold their cars after relocating to San Francisco's Mission District last year from San Jose.

"All up-and-coming start-ups I know are up in the city," he said.

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SAN FRANCISCO

Read the article "Technology start-ups buoy San Francisco" and answer the following questions in full sentences.

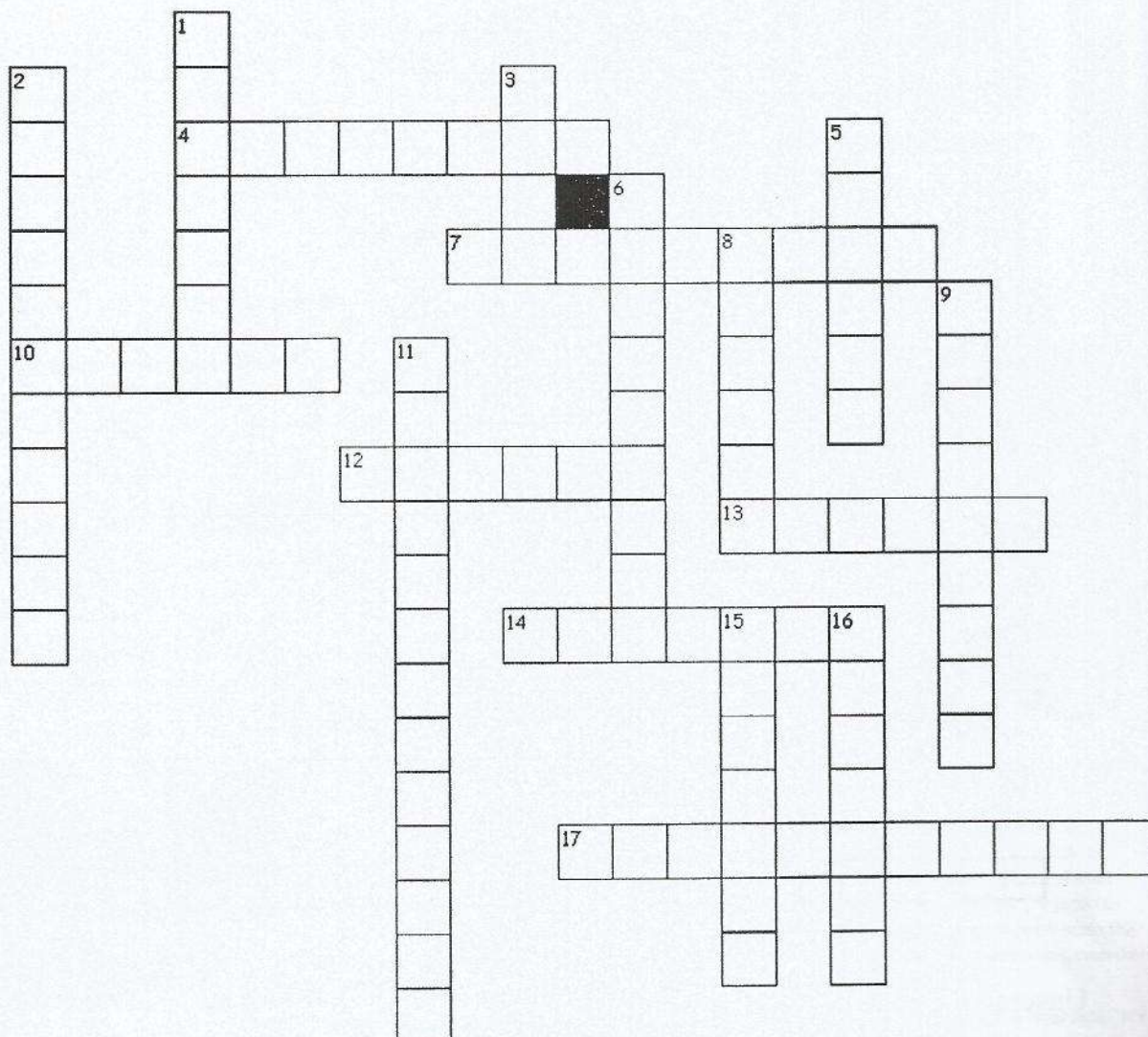
1. What is the main idea in the article?
2. In the past what was the relationship between Silicon Valley and San Francisco and how is that changing?
3. Why is the sustainability of the boom as yet unproven?
4. How does the current situation resemble that of the dot.com boom?
5. What advantages does Silicon Valley still have over San Francisco?

SAN FRANCISCO

A. True / False

1. There is almost no unemployment in San Francisco. **F**
2. There has been a huge increase in I.T. jobs in San Francisco. **T**
3. Most of the new start-ups are generating income. **T**
4. Office rent in San Francisco is comparatively cheaper than in other cities.
5. There is more I.T. activity in San Francisco than in the Silicon Valley. **F**
6. Zynga is social gaming company that is involved in one of the biggest office rental deal in San Francisco for years.
7. The new start-ups are helping with the financial problems of San Francisco.
8. Most of the new start-ups are reliant upon the same venture capitalists.

San Francisco



Across

- 4. yet to be tested
- 7. not nearly enough
- 10. coming in
- 12. can be very attractive to the right elements
- 13. to find your place in the world
- 14. not so pricey
- 17. there is always another option

Down

- 1. nothing could be more important
- 2. if you can keep the ball rolling it is
- 3. another way of saying IT
- 5. skill and ability
- 6. when pulled toward something as if by a magnet
- 8. financial
- 9. where the action is in IT
- 11. how its always been done
- 15. enclaves
- 16. what all companies need

I left

NURVONPE	
RUCCILA	
SESBILUATAN	
CEHT	
NETLAT	
VEGRATTIA	
FILSAC	
SARTT-PUS	
LAIDINRATLYTO	
TOFTRCASKOSPEHLL	
NILFUX	
GMTAEN	
ECAOLT	
CEEHRPA	
EARANETTILV	
VUEREEN	

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Unscramble each of the clue words.

Take the letters that appear in boxes and unscramble them for the final message.

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Los Angeles Times | BUSINESS

Technology

THE BUSINESS AND CULTURE OF OUR DIGITAL LIVES,
FROM THE L.A. TIMES

San Francisco start-up Seesmic goes to the critters

June 26, 2008 | 7:00 am

This is a story about critters. One is a raccoon, the other a programmer.

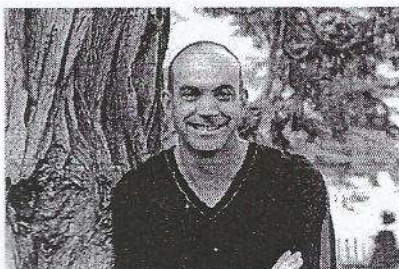
What they have in common: French tech entrepreneur and popular blogger Loic Le Meur. With backing from high-profile investors, not to mention the friendship of French president Nicolas Sarkozy, Le Meur is building a new form of communication that is taking off.

Seesmic, his video social networking site, is sort of a cross between Facebook and YouTube. Users post videos of themselves talking, then other users respond -- a video conversation, if you will.

The San Francisco start-up just raised another \$6 million. The funding round was led, in part, by eBay founder Pierre Omidyar, one of the site's dedicated users who now joins the board (he of course announced the news in a video on Seesmic). That adds to the initial \$6 million Seesmic raised from the likes of AOL founder Steve Case, Skype founders Niklas Zennstrom and Janus Friis, LinkedIn founder Reid Hoffman and other leading Internet investors Mike Arrington, Jeff Clavier and Ron Conway.

Seesmic launched privately last October, adding 21,000 users in more than 20 countries who collectively post about 2,500 videos a day. Now that it has opened up to the public, the service is drawing more attention and growing quickly. It also powers video comments on 1,500 sites.

The man behind Seesmic is something of a French celebrity. Le Meur, a 35-year-old Internet entrepreneur who successfully sold four start-ups, became known in France for his blogging prowess and for an annual blogging conference that he started in 2003, LeWeb3. He became really well known for filming the only podcast with Sarkozy, then joining the presidential candidate's campaign full-time as an advisor on Internet strategy.



Le Meur (pictured at left) relocated to San Francisco with his wife, Geraldine, and three sons to take part in the *nouvelle vague* of Internet companies.

Visit Le Meur's office and he will tell you story after story about how Seesmic helps people. A British cinematographer named Will got help quitting smoking (Le Meur sends Will a video describing how he stopped smoking 2 1/2 years ago by jogging every day for an hour. He notes: You can't do that and smoke). People form weight loss clubs, filming their scales for their Seesmic friends to monitor their progress (Le Meur says he does the same when he's eaten something he knows he shouldn't.) They get support when they lose their jobs and even get help finding new ones (More on that later). They also form friendships, even date (Read on).

"You meet people from all over the world," from Deepak Chopra to a U.S. soldier in Iraq, Le Meur said. "It's amazing: You bring the world together. If you talk and don't listen on Seesmic, people don't respond. You have to listen on Seesmic."

And that's what Le Meur does. He uses Seesmic for ...

... just about everything, including conducting job interviews. He broadcasts a daily show. And he gets feedback from the Seesmic community to make important decisions such as adding new features.



So, when Seesmic needed a logo, Le Meur asked for help. Seesmic members organized an online contest that generated 450 entries from around the world.

The winner was a raccoon, which sparked a lively debate: Did the new mascot send the right message? (A rabies-carrying, carnivorous garbage eater? Or family-oriented, highly social and smart, up-all-night mammal? Discuss.) Making matters more complicated, Le Meur also didn't care for the winning entry: The original raccoon, he decided, looked a little sickly.

So he bought the rights to a cuter raccoon that he spotted on a 3-D animation site. The company's new official logo was a big hit. Demand for Seesmic logo T-shirts skyrocketed. One French user created a site with more than 100 raccoon avatars, many of which are based on Seesmic's most popular users, including a gadget-laden Le Meur.

But one die-hard Seesmic user made a lifetime commitment. Critter Gewlas had the Seesmic raccoon tattooed on his left leg (photo above, video of the tattooing here). On a trip to San Francisco, he dropped by the Seesmic headquarters to show off his new ink.

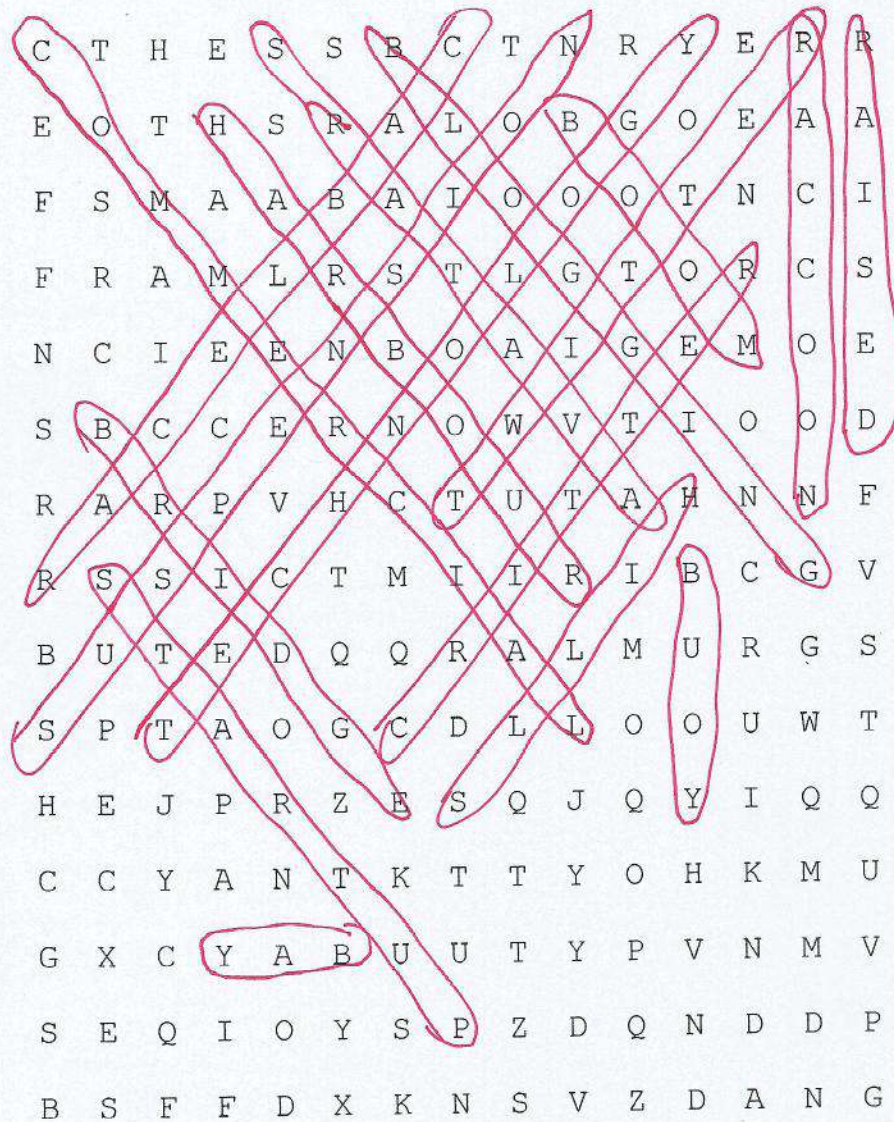
It was no croc for Gewlas, 35, a father of two who grew up in Fort Myers, Fla. He got his childhood nickname, which he legally adopted in 2000, because of his love of reptiles (he's the proud owner of 13 snakes). That love is reflected on his body. His left arm is sleeved in a colorful desert scene complete with a gila monster, horned lizards, snakes and cactuses. His right arm is covered in rain forest: a chameleon, lizards, poisonous frogs, an iguana and a large snake.

A software developer in Cary, N.C., (a previous version of this post incorrectly called it Gary, N.C.) he is currently working on his "technology leg," which features technologies or companies he likes: Seesmic's raccoon, the Adobe AIR logo, the ColdFusion logo, and the logo of TerraVerge, a start-up he worked for that was sold to the mortgage company. He worked there until being laid off in late February.

Gewlas is what they call an early adopter. So he got hooked on Seesmic many months ago, sitting on the site for several hours at a time, chatting with people he connected or reconnected with all over the world. That's how he met his girlfriend, Eve Park, a Denver podcaster on Geek Girl TV. And that's how he landed his new job.

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San Francisco

~~AVATARS~~~~BOOM~~~~CABLECAR~~~~HARBOUR~~~~RAISED~~~~TECHNOLOGY~~~~BAY~~~~BRIDGE~~~~COMMERCIAL~~~~HILLS~~~~STARTUP~~~~TWITTER~~~~BLOGGING~~~~BUOY~~~~CRITTER~~~~RACCOON~~~~SUSPENSION~~

THE STREETS OF SAN FRANCISCO

17 of 17 words were placed into the puzzle.

Solution