Our research includes
1. Business models of:
   - Napster
   - Ebay
   - Working Assets and Newman’s Own (philanthropic business model)
   - Channel 1
   - Wire Services
   - DiskMakers
   - Cdbaby.com
   - Independent news service (Independent Television Service, New California Media, Youth Radio)
   - Bloggers

2. Storytelling companies/organizations (Brenda)

3. Profit and Non-profit business – advantages and disadvantages

1. Business models

   • Napster

Napster is a protocol for sharing files between users, it enables peer-to-peer networking (no server involved) that enables direct connection between users’ computers. Napster provided the software, searching capabilities, users’ music lists, access information and rights to users’ computers. They facilitated a free peer-to-peer networking relationship for sharing and exchanging music between their users. The music was stored on users’ computers not on Napster server.

Napster initially gave their services (software, search, information and access rights) away for free. But because it was a company with venture capital investment they needed to make a profit. In the beginning they tried to make profit by selling advertisements. When this did not work, they decided to charge a monthly fee of $4-5 for the protocol.

Selling ads was in the form of exchange of ads space between companies, for example Napster had Yahoo and vise versa. There was no real exchange of money between the companies even though they showed income. Users were unwilling to pay the fee and. So Napster finished up broke. At the same time they had legal problems over royalties to the artists, composers and music
publishers. The RIAA (Recording Industry Association of America) challenged this disregard for intellectual property rights and after a very interesting court battle RIAA won. Napster entered into a royalty agreement at the last moment with Bertelsmann AG but lacked the cash flow to make good on their royalty payments.

They failed because they did not have a real profit making business and they ignored the proprietary rights of the content owners (writers, artists...)

The relevance of Napster to Backstory will probably be in their protocol.

- **Working Assets** (http://www.workingassets.com/)

A long distance, wireless, credit card, Internet and broadcasting company that was created to build a world that is more just, humane and environmentally sustainable through progressive philanthropy and political activism.

Working Assets donates a portion of its revenue to nonprofit groups working for peace, human rights, equality, education and the environment. Working Assets claims to be a company also serves as a strong political force, dedicated to giving its customers the opportunity to speak out on critical public issues.

- **Newman’s Own** (http://www.newmansown.com/)

Philanthropical company for food product

- **Channel 1**

ChannelOne.com, brings together young people from around the globe to learn about and discuss everything that’s on their minds -- from issues in the news to what happens in school. It is part of the Channel One Network, a PRIMEDIA Inc. company.

CHANNEL ONE NETWORK
(http://www.primedia.com/html2/education/channel1/channel1.html)
A provider of television news and educational programs to secondary schools. The Network delivers information and programming, via satellite, directly to public, private and parochial schools in the US.

Each school that carries the Network receives equipment:
- satellite dish
- two videocassette recorders
19-inch color television monitors mounted in classrooms throughout the school and internal wiring free service.

Channel One Network equipment can be utilized for other applications (in addition to airing the programming provided by the Network)
- Schools broadcast
- Student-produced
- News shows
- Teacher in-service training programs
- Daily and emergency announcements
- Video yearbooks
- Standardized tests
- Educational contests
- Student elections and campaign speeches

Channel One Network was launched in 1990 and was acquired by PRIMEDIA Inc. (then K-III Communications) in 1994.

PRIMEDIA: a media provider combining traditional and new media sources. Magazine publisher (such as Seventeen, Automobile, Motor Trend, New York, Fly Fisherman, American Baby, Telephony and American Demographics), producer and distributor of video with 18 satellite and digital video product lines, and news and information provider on the Internet.

According to public records and Schwab.com, Primedia is consistently losing money since 1998.

- Wire Services

News service that supply news for pay to broadcasters, newspapers and on-line news services. They directly employ or temporarily hire content providers and freelancers such as reporters, still, video photographers and writers.

- AP – Associated Press (http://www.ap.org/)
- Reuters (http://www.reuters.com/)
- Getty Images (http://www.gettyimages.com/)

Disk Makers (http://www.dismakers.com/)
Independent media manufacturer offers complete turnkey CD/DVD services for independent developers and business users. They CD press (making), packaging, design and print of marketing materials, shipment of CDs to the artist. As a fulfillment agent Disk Makers will store products and directly ship them to online consumers that ordered from companies like cdbaby.com and amazon.com. After selling they send a check to the creator.

**Cdbaby.com**

CD Baby is a little online record store that sells CDs by independent musicians only. [Ind·epend·ent: (adj.) Not having sold one's life, career, and creative works over to a corporation.]

We're just a few people (check them out http://www.cdbaby.com/people) in Portland, Oregon, CD warehouse that looks like a playground. Musicians send us CDs. We listen to them, warehouse them, sell them, and pay the musicians directly.

I was just selling my own CD in 1997, making my living by touring and doing sessions, and asked some fellow musicians if they'd like me to sell their CD, too. It was supposed to be a hobby. We're the 2nd-largest seller of independent CDs on the web, 2nd only to Amazon.

Cool thing: in a regular record deal or distribution deal, musicians only make $1-$2 per CD, if they ever get paid by their label. When selling through CD Baby, musicians make $6-$12 per CD, and get paid weekly.

**Independent news service (ITVS, NCM)**

**Independent Television Service - ITVS (http://www.itvs.org)**

Brings independently produced programs to television (mainly Public TV stations) - programs that engage creative risks, advance issues, and represent points of view not usually seen on commercial or public television. ITVS is committed to programming which addresses the needs of under-served audiences, particularly minorities and children.

ITVS seeks to create and promote and expand civic participation by bringing new voices and expressiveness into the public discourse.
They believe that freedom of expression is a human right. A free press and public access to information are foundations of democracy. An open society allows unpopular and minority views to be publicly aired. A civilized society seeks economic and social justice. A just society seeks participation from those without power, prominence, or wealth. A free nation allows all citizens forums in which they can tell their own stories and express their own opinions.

**New California Media - NCM (http://news.ncmonline.com/news/)**

NCM is an association founded by the non-profit Pacific News Service to raise the visibility of ethnic media and promote inter-cultural community understanding through journalism. Over 400 print, broadcast and online ethnic media organizations belong to NCM because of the need for information and visibility in the mainstream media. NCM goals are to raise the visibility of ethnic media as a major information source. Act as a facilitator to increase the ethnic media's access to the advertising revenue by providing single point order and billing to the advertisers. They promote an inter-ethnic editorial exchange.

Since its founding, NCM has built strong working relationships with ethnic media across California who are interested in raising their public profile, enhancing their editorial and business capacities, and playing a more active leadership role in the state's broader civic affairs. NCM has become the most comprehensive multicultural, multi-media coalition to reach beyond the mainstream media.

Their youth organization (http://www.youthoutlook.org/mainframe.php3) is YO! Youth Outlook. It is a literary monthly journal of youth life in the Bay Area. Featuring in-depth reporting pieces and first-person essays, comic strips and poetry pages, YO! is the communication outlet for youth, ages of 15 and 25, who feel their voice and visions need to be seen and heard and a bridge to the world of youth expression.

From reporting pieces on Palestinian American youth in the Bay Area to interviews with gospel hip-hop bands; from photo essays by homeless youth to journal entries from temp workers in Silicon Valley, YO! offers a unique window into California's youth subcultures.

YO! has a high profile with a daily column in the San Francisco Examiner, a national distribution of 40,000, and an annual expo of youth communicators -- from graffiti artists to filmmakers to incarcerated youth. YO! Stories also run nationally and internationally over the Pacific News Service wire.
Youth Radio (http://www.youthradio.org/)
Youth Radio is a non profit organization that draws its funding from an assortment of foundation and corporate sponsors. It promotes young people's intellectual, creative, and professional growth through broadcasting hands-on practice, working relationships with industry professionals, training, access to media and production of award-winning programming.

Youth Radio students also strengthen their foundation in verbal expression, writing, computer technology, critical thinking, conflict resolution, and more. Youth Radio contributes to the empowerment of teenagers by giving them tools they'll need for success. We also bring youth perspectives to the airwaves, shedding light on the concerns and interests of our young people.

Its media outlet are national and international public and independent radio organizations like NPR, PRI, MTV, Pacifica and other.


"...Google became the preeminent search engine by exploiting the structure of hyperlinks that make up the Web... the company developed a proprietary system, called PageRank, which looks at hyperlinks as well as keywords to determine which pages are most popular on the Web.

...Weblogs are a rich source of links, which are posted in a fast, timely manner. Not only that, many weblogs are readable in RSS, or rich site summary, a standard syndication format that is easily parsed and indexed by search engine spiders, the bots that search engines use to crawl and index the Web.

...Like most weblogging tools, Blogger is capable of exporting new content in RSS. Based on XML, RSS is an increasingly popular format used by thousands of technology-oriented news sites such as CNN, The New York Times, Salon, Slashdot and Wired News, and well as thousands of weblogs.

...Google will likely use Blogger to develop sophisticated searches that utilize the rich metadata inherent in the RSS feeds from weblogs: who wrote what and when, what it linked to, what linked to it and its level of popularity with Web surfers..."

2. Storytelling companies/organizations (Brenda)
In the spring of 1999, The Church of Jesus Christ of Latter-day Saints launched a genealogical service over the internet. The online service provides information on:

1. How to start a family history
2. Step-by-step guide to family history research
3. Research tips and links to other related web sites containing family history information

The Church, which started its genealogical data collecting in 1894, is the world leader in ancestral history. For over 100 years, the Church has accumulated over 35 million names in its Ancestral File database, over 600 million in its International Genealogical Index database, and approximately 36 million in its Pedigree Resource File database. The largest library of its kind in the world, the Family History Library is located in Salt Lake City, Utah as well as over 3400 branch centers worldwide to assist anyone with questions and information on family history.

The online service offers access to the library, free software and downloads which will help you get started and manage genealogical records. Also available, for sale, are other software (enhanced version of the free software) and information which allows you to, for example, find a lost ancestor or share with other users. Sharing research information with other users is possible thru this service. There is also online support if you have any questions or need assistance. As a registered member (there is no cost to join), you have full access.

www.treasuremountainmining.com/tmmstories.html

This site, which claims to be the world’s largest online mineral catalog, offers over 3000 minerals for sale and another 150 on ebay. The site accepts Visa and Mastercard and membership is not required. Truly a site for the enthusiast, lengthy detailed (even what they ate in the morning… every morning) stories of individuals digging in search of minerals. There are also bits of information on the background of various mining spots and its minerals special to that area. This web site also offers individual or group trips to any of these mineral sites.

www.immigrantjourneys.com

This website provides a compilation of immigration stories to the United States from personal experience or of immigration by ancestors. Anyone who enters the site may have the opportunity to share his/her own experience with immigration to the United States. Also provided are various resources and links to other related stories, some history, and information on family history.
Gretchen Morgan, who started this website, states to have always been intrigued with the topic, including her own family's immigration. The site does not sell anything or require membership. Ms. Morgan plans to use these stories for a future book. When submitting a story, she asks for a release of information which Ms. Morgan needs for her book. You can submit your story in any form (audio, pictures, etc.)

www.snowcrest.net/writers/widow/827.html

This website is dedicated to those wish to share stories of losing a loved one, or even to the extent of losing a pet. After reading a story, you may post messages to comment on that particular story. It's pretty much a support group for those who have experienced such a loss. The individual who started this website experienced her own loss of her husband to cancer. She wishes to use these stories in her book. No fees are incurred or require membership.

www.bl.uk/collections/sound-archive/nlsc.html

The National Sound Archive opened in 1955 as the British Institute of Recorded Sound and became a part of the British Library, which is the national library of the United Kingdom, in 1983. The National Sound Archive has over a million discs, 185,000 tapes, and numerous videotapes. The collection consists of recorded sound from music, drama, literature, selected commercial recordings, radio broadcasts, and wildlife.

This website offer free access to the public on materials related to the history of recording, sound recordings, record industry and broadcasting. Updates on current news related to recorded materials are available. The public may browse thru the archive’s collections of recorded sound. Much of the services provided are free. They do have other services which they charge:

1. Transcription service
2. Application for a copy of a sound recording
3. Spectrograms
4. Photocopies
5. Filming and photography
6. Research and consultation
7. Training
8. Publications (like Cds, videotapes)

The website also has an online catalog which provides information on making appointments to utilize their listening station and placing orders. If you have any inquiries, you may contact them by phone, fax, or e-mail. This site does not require membership.
3. Profit and Non-profit business - advantages and disadvantages

For-Profit:
1. Generate a profit (gain more than spent)
2. [Owner] may keep all profit
3. [Owner] may spend profit into the business
4. May share with employees (compensation plans)
5. Do not need to start up the business. Can just sell the idea
6. Donate money and equipment for tax deduction and still be engaged in philanthropic activities
7. Can be criticized for making money
8. May need to negotiate with unrelated advertisers to keep it going

Non-Profit
1. None of the income goes to its directors or officers
2. May have tax-exempt status at federal and state level
3. Can receive monetary or physical donations
4. Can have a better image to the audience (parents, students and teacher) that this is not for profit but for something valuable than that
5. Increased paperwork (meticulous record keeping) according to IRS rules
6. Can’t sell the idea
7. Can collapse when the passionate leadership is gone
8. May cause inefficient progress of work due to the poor staffing, unless it is a huge organization like the Smithsonian Institute, or the Metropolitan Museum of Art
9. Can get donations (money, equipment, etc.)

Yael and Claire