



the steps that led to the creation of the company.

- If the author wants to explain why a company is successful, like in the article on pages 3-5, the main ideas will be about the reasons behind the success.

- If the author wants to express an opinion or examine multiple sides of an issue, the main ideas will be the general arguments about the issue.

#### A. Analyze the Reading

Which of the following statements express the author's main ideas about

YouTube, Steve Chen, and Chad Hurley? Check (.) five statements.

.1Steve Chen was born in Taiwan, and Chad Hurley was born in Pennsylvania.

.2Steve Chen and Chad Hurley created the world's largest online video website.

.3Chen and Hurley started talking about business ideas while they were working at PayPal together.

.4PayPal was purchased for \$1.54 billion, and Chen and Hurley received large bonuses.

.5Chen and Hurley's bonuses from the PayPal buyout enabled them to start a business.

.6In 2005, Hurley and Chen went to a dinner party.

.7The idea for creating YouTube was born when Chen and Hurley realized they couldn't easily upload videos online.

.8YouTube is an industry leader for several reasons, including the facts that it's user-oriented and was well-timed.

.9YouTube is successful not only because it meets a need, but also because it is a way for people to connect.

.10The critics thought YouTube was a teenage fad that wouldn't last.

10Chapter 1 | The Youngsters Behind YouTube

#### B. Apply the Reading Skill

Read the article below. Underline the author's main ideas.

We've all heard the incredible dot-com success stories about Internet start-ups that became billion-dollar companies almost overnight. Companies like e-Bay, PayPal, You Tube, and Google turned a lucky few into instant millionaires. But what about the so-called "dot-bombs," the companies that didn't make it? Who were they, and what did they do wrong?

Webvan.com was an online grocery store that was founded in the late 1990s and went bankrupt in 2001. On Webvan.com, a user could order groceries and have them delivered whenever they wanted. Sounds like a great idea, right? So why did it fail?

Like some of its fellow Internet failures, Webvan.com moved much too fast. Within a year and a half, Webvan was available in eight cities and had plans to enter over a dozen more. Perhaps counting on a huge number of future users, Webvan spent over \$1 billion on warehouses and supplies before it had become profitable. But the company didn't attract the number of users it needed and soon closed its doors.

Another mistake shared by some dot-bombs is spending too much money on advertising and losing sight of the company's real goals. For example, the company Pets.com focused a great deal of its energy and funding on commercials featuring a loveable sock puppet. The puppet became extremely popular with consumers, and the company spent millions of dollars on advertising. But the start-up's actual service, selling and delivering pet supplies, never became popular enough with consumers to justify all the money that was spent on promotion.

The downfall of some other dot-bombs was focusing on cutting-edge technology more than user needs. This was one of the factors leading to the failure of the British start-up Boo.com. This start-up was created to sell fashion online to consumers around the world. However, the website was difficult to navigate, and it used technology that required a lot of bandwidth to operate at a time when most people were using slow dial-up connections.

Compare the information from this article with the article on pages 3-5. What did the creators of You Tube do right that these other companies did wrong?

Discuss your answers with a partner.

## Discussion & Writing

1. With a partner, discuss ideas for a new Internet company. Write at least four ideas.

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2. Evaluate each of the ideas. Which ones are unique? Which ones would probably be the most profitable? Which ones best fulfill a need?

3. Choose one of your ideas and complete the chart below.

What product or service will the website provide?

Why do people need this?

How will the website be unique?

How will people find out about the website?

How will we make money?

What problems might we encounter while building this company?

4. Use the information from the chart to write a paragraph about your plans for the Internet company.

Words to Remember

Mini-Dictionary NOUNS : VERBS ADJECTIVES

page 163 aspiration : aspire

bandwidth : boom

bonus : demonstrate

e-commerce launch

logo:

prioritize

market pursue

platform

promotion

sensation

start-up

venture