**Article 1: It came from Los Angeles**

**Pinkberry's tart-yet-sweet frozen yogurt has attracted investors, and inspired competitors, says Fortune's Matthew Boyle. Is it the next hot franchise?**

By Matthew Boyle, Fortune writer

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(FORTUNE Magazine) -- Launched in Los Angeles two years ago by a failed restaurateur and a former nightclub bouncer, Pinkberry could become the next hot franchise. This purveyor of tart-yet-sweet swirled yogurt is dubbed "Crackberry" by its fans (no, it's not made by Research in Motion). Devotees include celebrities Salma Hayek, Jerry Seinfeld, and Paris Hilton. It has also drawn the interest of [Starbucks](http://money.cnn.com/quote/quote.html?symb=SBUX&source=story_quote_link) ([Charts](http://money.cnn.com/quote/chart/chart.html?symb=SBUX&source=story_charts_link), [Fortune 500](http://money.cnn.com/magazines/fortune/fortune500/2007/snapshots/1267.html?source=story_f500_link)) founder Howard Schultz, who, along with representatives from his venture capital firm Maveron, reportedly met with Pinkberry's founders last November. (Maveron declined to comment.)

"I've been practicing franchise law for 18 years, and this is one of a very few [concepts] that I have ever seen" on such a fast track, says Lori Lofstrom, Pinkberry's franchise lawyer.

Why all the fuss? Pinkberry offers just two yogurt flavors, plain and green tea, sprinkled with the customer's choice of fresh berries, granola, even Fruity Pebbles cereal. (Some toppings are not officially on the menu, adding to the cult allure.) It's pricey stuff: While the average purchase is $5.50, a large green tea with three toppings costs nearly ten bucks.

Pinkberry won't discuss sales, but with upwards of 1,500 customers per location per day, one store could easily bring in $250,000 a month. (A typical unit for TCBY, the granddaddy of yogurt chains, does about $200,000, according to restaurant consultancy Technomic.) There are 21 Pinkberry locations in L.A. and New York, with plans for 50 by year-end. Co-founders Shelly Hwang, 33, and Young Lee, 43, say they turned a profit on their first store four months after opening it.

The founders also say they have received 3,000 requests from aspiring franchisees, who seek to pay a $40,000 upfront franchise fee for the rights to sell the treat - then kick in 7% of monthly sales (a 5% royalty fee, recently upped from 3%, plus 2% for marketing).

But Pinkberry's success so far defies industry trends - after all, the fro-yo craze came and went a decade ago. Per capita consumption of frozen yogurt declined from 3.5 pounds per person in 1991 to 1.3 in 2005, says the USDA Economic Research Service. And TCBY's sales declined 10% last year, estimates Technomic.

Hwang had two restaurant ventures go sour before she hired Lee in 2004 to design her next entrepreneurial foray - an English teahouse in a former West Hollywood tattoo parlor. That idea went nowhere, but Lee, inspired by yogurt-flavored gelato he had sampled years before in Vienna, proposed an upscale frozen yogurt concept with pulsing electronic music and a minimalist décor featuring $350 Philippe Starck chairs and $250 Le Klint lamps.

The formula has inspired imitators with names like Snowberry, Roseberry, Berri Good, and Kiwiberri. Some have come too close for comfort - last November, Pinkberry sued Kiwiberri and its owner, John Bae, for trademark infringement. (The case is now in mediation.)

One new entrant, however, might be a contender. Red Mango already operates 130 locations in South Korea, and it will make its L.A. debut in June. Lee's not concerned - "They're McDonald's, while we're a homemade burger" - but Dan Kim, Red Mango's U.S. president and a former investment banker, is already making waves, saying that his yogurt is "more authentic," a claim Lee vehemently denies.

Ultimately this yogurt war is just a sideshow, and the real issue is whether Korean-style yogurt will play in the heartland. "It's a total fad," says Richard Laermer, author of Trendspotting. (Laermer knows fads, having handled the PR for dot-com flameout Kozmo.com.)

For his part, Lee remains bullish: "This is a phenomenon." But then, so was boba, a tea drink that was a big hit in Korean cafés across the U.S. five years ago. You can't find it anywhere now.

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**Article 2:**

**A Facebook Tale: Founder Unfriends Pals On Way Up**

July 19, 2009 · Facebook reached another milestone Tuesday: the social-networking site said it signed up its 250 millionth user.

Just five and a half years ago, Mark Zuckerberg invented the site in his Harvard University dorm room. Within months, he became the youngest self-made billionaire in history.

Zuckerberg's rise to Internet royalty is dramatized in Ben Mezrich's new book, The Accidental Billionaires. Mezrich charts Zuckerberg's transition from Harvard miscreant to Silicon Valley playboy — all while callously shedding himself of the "little people" who helped him on his way up.

"Mark Zuckerberg, after a particularly bad date, was home in his dorm room," Mezrich tells Guy Raz. "He was a sophomore, he was drinking some beers, and he hacked into all of the computer systems at Harvard, and he pulled pictures of all the girls on campus and he created a hot-or-not Web site where you could vote on who the hottest girl at Harvard was."

The malicious prank — aptly named facemash — ended up crashing Harvard's servers, and Zuckerberg was nearly expelled. But with the help of a friend, Zuckerberg turned the prank into the social networking giant it would become.

Mezrich never interviewed Zuckerberg (who in the end "opted out of talking to" the author). But he pieces together the story of Facebook through court documents, articles and interviews with his main source, Eduardo Saverin — Zuckerberg's spurned friend and original investor.

Mezrich dramatizes whole scenes where he details what "probably happened." He fends off criticism, denying Business Week's claim that the book is a "fictionalized account."

"There are a lot of journalists out there who don't quite get what I do or are frustrated by the way that I write. I write narrative nonfiction stories," he says. "It's an exciting way of taking a true story and opening it up for the readers ... It's certainly not fiction."

*A Facebook Tale: Founder Unfriends Pals On Way Up.* NPR.com. 8 August 2009 <<http://www.npr.org/templates/story/story.php?storyId=106742510>>.

**Article 3: Oprah Winfrey Biography**

Oprah Gail Winfrey was born January 29, 1954, in Kosciusko, Mississippi. After a troubled adolescence in a small farming community, she moved to Nashville to live with her father, Vernon, a barber and businessman. She entered Tennessee State University in 1971 and began working in radio and television broadcasting in Nashville.

In 1976, Winfrey moved to Baltimore, where she hosted the TV chat show, People Are Talking. The show became a hit and Winfrey stayed with it for eight years, after which she was recruited by a Chicago TV station to host her own morning show, A.M. Chicago. Her major competitor in the time slot was [Phil Donahue](http://www.biography.com/search/article.do?id=9542194). Within several months, Winfrey's open, warm-hearted personal style had won her 100,000 more viewers than Donahue and had taken her show from last place to first in the ratings. Her success led to nationwide fame and a role in [Steven Spielberg's](http://www.biography.com/search/article.do?id=9490621) 1985 film, The Color Purple, for which she was nominated for an Academy Award for Best Supporting Actress.

Winfrey launched the Oprah Winfrey Show in 1986 as a nationally syndicated program. With its placement on 120 channels and an audience of 10 million people, the show grossed $125 million by the end of its first year, of which Winfrey received $30 million. She soon gained ownership of the program from ABC, drawing it under the control of her new production company, Harpo Productions ('Oprah' spelled backwards) and making more and more money from syndication.

In 1994, with talk shows becoming increasingly trashy and exploitative, Winfrey pledged to keep her show free of tabloid topics. Although ratings initially fell, she earned the respect of her viewers and was soon rewarded with an upsurge in popularity. Her projects with Harpo have included the highly rated 1989 TV miniseries, The Women of Brewster Place, which she also starred in. Winfrey also signed a multi-picture contract with Disney. The initial project, 1998's Beloved, based on Pulitzer Prize-winning novel by [Toni Morrison](http://www.biography.com/search/article.do?id=9415590) and starring Winfrey and [Danny Glover](http://www.biography.com/search/article.do?id=9313434), got mixed reviews and generally failed to live up to expectations.

Winfrey, who became almost as well-known for her weight loss efforts as for her talk show, lost an estimated 90 pounds (dropping to her ideal weight of around 150 pounds) and competed in the Marine Corps Marathon in Washington, DC, in 1995. In the wake of her highly publicized success, Winfrey's personal chef, Rosie Daley, and trainer, Bob Greene, both published best-selling books.

The media giant contributed immensely to the publishing world by launching her "Oprah's Book Club," as part of her talk show. The program propelled many unknown authors to the top of the bestseller lists and gave pleasure reading a new kind of popular prominence.

With the debut in 1999 of Oxygen Media, a company she co-founded that is dedicated to producing cable and Internet programming for women, Winfrey ensured her place in the forefront of the media industry and as one of the most powerful and wealthy people in show business. In 2002, she concluded a deal with the network to air a prime-time complement to her syndicated talk show. Her highly successful monthly, O: The Oprah Magazine debuted in 2000, and in 2004, she signed a new contract to continue The Oprah Winfrey Show through the 2010-11 season. The show is seen on 212 U.S. stations and in more than 100 countries worldwide.

According to Forbes magazine, Oprah was the richest African American of the 20th century and the world's only Black billionaire for three years running. Life magazine hailed her as the most influential woman of her generation. In 2005, Business Week named her the greatest Black philanthropist in American history. Oprah's Angel Network has raised more than $51,000,000 for charitable programs, including girls' education in South Africa and relief to the victims of Hurricane Katrina.

Winfrey is a dedicated activist for children's rights; in 1994, [President Clinton](http://www.biography.com/search/article.do?id=9251236) signed a bill into law that Winfrey had proposed to Congress, creating a nationwide database of convicted child abusers. She founded the Family for Better Lives foundation and also contributes to her alma mater, Tennessee State University. In September, 2002, Oprah was named the first recipient of The Academy of Television Arts & Sciences' Bob Hope Humanitarian Award.

Winfrey campaigned for Democratic presidential hopeful Barack Obama in December 2007, attracting the largest crowds of the primary season to that point. Winfrey joined Obama for a series of rallies in the early primary/caucus states of Iowa, New Hampshire, and South Carolina. It was the first time Winfrey had ever campaigned for a political candidate.

The biggest event was at the University of South Carolina football stadium, where 29,000 supporters attended a rally that had been switched from an 18,000-seat basketball arena to satisfy public demand.

"Dr. (Martin Luther) King dreamed the dream. But we don't have to just dream the dream any more," Oprah told the crowd. "We get to vote that dream into reality by supporting a man who knows not just who we are, but who we can be."

*Oprah Winfrey Biography.* Biography.com 8 August 2009 <<http://www.biography.com/articles/Oprah-Winfrey-9534419?part=0>>.

**Article 4: Bill Gates Biography**

Entrepreneur. Born William Henry Gates, III, on October 28, 1955, in Seattle, Washington. Gates began to show an interest in computer programming at the age of 13 at the Lakeside School. He pursued his passion through college. . . .

Bill Gates grew up in an upper middle-class family with two sisters. . . . The Gates family atmosphere was warm and close, and all three children were encouraged to be competitive and strive for excellence. Bill showed early signs of competitiveness when he coordinated family athletic games at their summer house on Puget Sound. He also relished in playing board games (Risk was his favorite) and excelled in Monopoly.

Bill had a very close relationship with his mother, Mary, who after a brief career as a teacher devoted her time to helping raise the children and working on civic affairs and with charities.

Bill was a voracious reader as a child, spending many hours pouring over reference books such as the encyclopedia. Around the age of 11 or 12, Bill's parents began to have concerns about his behavior. He was doing well in school, but he seemed bored and withdrawn at times. His parents worried he might become a loner. Though they were strong believers in public education, when Bill turned 13 they enrolled him in Seattle's Lakeside School, an exclusive preparatory school. He blossomed in nearly all his subjects, excelling in math and science, but also doing very well in drama and English.

While at Lakeside School, a Seattle computer company offered to provide computer time for the students. . . . Bill Gates became entranced with what a computer could do and spent much of his free time working on the terminal. He wrote a tic-tac-toe program in BASIC computer language that allowed users to play against the computer.

It was at Lakeside School where Bill met Paul Allen, who was two years his senior. The two became fast friends, bonding on their common enthusiasm over computers, even though they were very different. Allen was more reserved and shy. Bill was feisty and at times combative. They both spent much of their free time together working on programs. . . . During this time, Gates developed a payroll program for the computer company the boys hacked into, and a scheduling program for the school.

In 1970, at the age of 15, Bill Gates went into business with his pal, Paul Allen. They developed "Traf-o-Data," a computer program that monitored traffic patterns in Seattle, and netted $20,000 for their efforts. Gates and Allen wanted to start their own company, but Gates' parents wanted him to finish school and go on to college where they hoped he would work to become a lawyer.

Bill Gates graduated from Lakeside in 1973. He scored 1590 out of 1600 on the college SAT test, a feat of intellectual achievement that for several years he boasted about when introducing himself to new people. He enrolled at Harvard University in the fall, originally thinking of a career in law. But his freshman year saw him spend more of his time in the computer lab than in class. Gates did not really have a study regimen. Instead, he could get by on a few hours of sleep, cram for a test, and pass with a reasonable grade.

Gates remained in contact with Paul Allen . . . . In the summer of 1974, Gates joined Allen at Honeywell. Both boys were fascinated with the possibilities [the Altair 8800 mini-] computer could make toward personal computing. . . . Gates and Allen contacted MITS company proclaiming they were working on a BASIC software program that would run the Altair computer. In reality, they didn't have an Altair to work with or the code to run it. But they wanted to know if MITS was interested in someone developing such software. MITS was, and its president Ed Roberts asked the boys for a demonstration. Gates and Allen scrambled, and spent the next two months writing the software at Harvard's computer lab. Allen traveled to Albuquerque for a test run at MITS, never having tried it out on an Altair computer. It worked perfectly. Allen was hired at MITS and Gates soon left Harvard to work with him, much to his parents' dismay. In 1975, Gates and Allen formed a partnership they called Micro-Soft, a blend of "micro-computer" and "software."

Microsoft started off on shaky footing. Though their BASIC software program for the Altair computer netted the company a fee and royalties, it wasn't meeting their overhead. Microsoft's BASIC software was popular with computer hobbyists who obtained pre-market copies and were reproducing and distributing them for free. . . . [Gates] saw the free distribution of software as stealing, especially when it involved software that was created to be sold.

. . . . In 1977, the owner of MITS sold the company. . . . Gates and Allen were on their own. The pair had to sue the new owner of MITS to retain the software rights they had developed for Altair.

Microsoft wrote software in different formats for other computer companies and, at the end of 1978, Gates moved the company's operations to Bellevue Washington, just east of Seattle. . . . All 25 employees of the young company had broad responsibilities for all aspects of the operation, product development, business development, and marketing. With his acumen for software development and a keen business sense, Gates placed himself as the head of Microsoft, which grossed $2.5 million in 1978. Gates was only 23. . . .He personally reviewed every line of code the company shipped, often rewriting code when he saw it necessary. As the computer industry began to grow . . . , Bill was continuously out on the road touting the merits of Microsoft software applications. He often took his mother with him. Mary was highly respected and well connected with her membership on several corporate boards including IBM. It was through Mary that Bill Gates met the CEO of IBM.

In November 1980, IBM was looking for software that would operate their upcoming personal computer (PC) and approached Microsoft. . . . [Gates] quickly impressed IBM, convincing them that he and his company could meet their needs. The only problem was that Microsoft had not developed the basic operating system that would run IBM's new computers. Not to be stopped, Gates bought an operating system that was developed to run on computers similar to IBM's PC. He made a deal with the software's developer, making Microsoft the exclusive licensing agent and later full owner of the software but not telling them of the IBM deal. . . .

Gates had to adapt the newly purchased software to work for the IBM PC. He delivered it for a $50,000 fee, the same price he had paid for the software in its original form. IBM wanted to buy the source code, which would have given them the information to the operating system. Gates refused, instead proposing that IBM pay a licensing fee for copies of the software sold with their computers. Doing this allowed Microsoft to license the software they called MS-DOS to any other PC manufacturer, should other computer companies clone the IBM PC, which they soon did. Microsoft also released software called Softcard, which allowed Microsoft BASIC to operate on Apple II machines.

Between 1978 and 1981, Microsoft's growth exploded, and staff increased from 25 to 128. . . . In mid-1981 Gates and Allen incorporated Microsoft, and Gates was appointed president and chairman of the board. Allen was named executive vice-president. . . . By 1983, Microsoft was going global with offices in Great Britain and Japan, and with 30 percent of the world's computers running on its software. But 1983 also brought news that rocked Microsoft to its very foundation. Paul Allen was diagnosed with Hodgkin's disease. Though his cancer went into remission a year later with intensive treatment, Allen resigned from company that same year. . . .

In early 1984, a computer company called VisiCorp developed a mouse-driven computer system that used a graphic interface to display text and images on the screen. . . . Bill Gates quickly recognized the threat this kind of software might pose for MS-DOS and Microsoft overall. For the unsophisticated user—which was most of the buying public—the graphic imagery of the VisiCorp software would be so much easier to use. Gates announced in an advertising campaign that a new Microsoft operating system was about to be developed that would use a graphic interface. It was to be called "Windows," and would be compatible with all PC software products developed on the MS-DOS system. The announcement was a bluff, in that Microsoft had no such program under development. But as a marketing tactic it was sheer genius as nearly 30 percent of the computer market was using the MS-DOS system and would wait for Windows software rather than change to a new system. Without people willing to change formats, software developers were unwilling to write programs for the VisiCorp system and it lost momentum by early 1985.

In November 1985, Bill Gates and Microsoft launched Windows; nearly two years after his announcement. . . . In 1986, Bill Gates took Microsoft public with an initial public offering (IPO) of $21 per share. . . . Over time, the company's stock increased in value and split numerous times. In 1987, Bill Gates became a billionaire when the stock raised to $90.75 a share. Since then, Gates has been on the top or near the top of *Forbes'* 400 list of the world's wealthiest people. In 1999, with stock prices at an all time high and the stock splitting eight-fold since its IPO, Gates' wealth briefly topped $101 billion. . . .

Bill Gates' intelligence allowed him to be able to see all sides of the software industry—product development and corporate strategy. . . . . His confrontational management style became legend as he would challenge employees and their ideas to keep the creative process going. An unprepared presenter would hear, "That's the stupidest thing I've ever heard!" from Gates. But this was as much a test of the rigor of the employee as it was Gates' passion for his company. . . .

With the influence of his wife Melinda, Gates took an interest in filling his mother's role as a civic leader. He began to realize that he had an obligation to give more of his wealth to charity. . . . In 1994, Gates and his wife established the William H. Gates Foundation which was dedicated to supporting education, world health, and investment in low-income communities. In 2000, the couple combined several family foundations to form the Bill and Melinda Gates Foundation. They started out by making a $28 billion contribution to set up the foundation.

*Bill Gates Biography.* Biography.com 8 August 2009 <<http://www.biography.com/articles/Bill-Gates-9307520>>.

**Article 5:** Drake Relays inspired Nike founder Phil Knight

Phil Knight, billionaire co-founder of Nike, treasures his unique role in the 100-year history of the Drake Relays.

"It was a great experience for me," said Knight, who helped Oregon win a four-mile relay in 1959. "I was never good enough to really compete at the national level, so that was one of the highlights of my career."

Knight would go on to affect track and field more than any other past Relays champion — leading an upgrade in running shoes that benefited everyone from Olympians to weekend warriors.

"It's certainly helped athletes today," said Steve Scott, a former American record holder in the mile. "There's more companies, more shoes available. They're doing a lot more in terms of technology and trying to help to keep an athlete healthy."

The process of attaching rubber-bottoms to shoes was patented in 1832, according to multiple online sources. By 1894, the Spalding catalogue offered three types of spiked footwear, costing around $6.

When world-class distance runner Cindy Bremser began competing in the 1970s, the options remained fairly limited.

"I just bought what was at the local JCPenney store," said Bremser, who placed fourth in the 3,000 meters at the 1984 Olympics. "You just bought what you could wear."

Knight and his former Oregon coach, Bill Bowerman, formed Blue Ribbon Sports Inc. in 1968, changing the company name to Nike four years later.

"If there was no track, there was no me," Knight said, when asked how the sport influenced him. "I would be somebody entirely different and there wouldn't be a Nike. It all came from there."

Knight began sell shoes out of his green Plymouth Valiant. The early models featured soles made on Bowerman's waffle iron.

"I know in the beginning, I couldn't wear too many of their shoes because they were so wide," Scott said. "It was like you had to have a duck foot for them to fit."

Nike products continued to evolve into the 1980s.

"As I started running faster, then you get introduced into the Nike and Adidas," Bremser recalled. "You start wearing their shoes and you're thinking, 'Oh, my.' They were a lot better.

Lighter shoes enabled runners to shave seconds off their times, but Nike soared onto the national scene when a basketball player wearing baggy shorts became its primary spokesman.

"The Michael Jordan effect has been tremendous in everything," Georgia track coach Wayne Norton said. "Nike starts making all this money from Michael Jordan, and then they can take the time and spend a little money on some of their other products.

"Footwear has changed a lot in the last 20 years as far as variety and quality. Indirectly, I think Michael Jordan had a little bit to do with that," he said.

Another athlete with the initials M.J — sprinter Michael Johnson — used footwear to make a fashion statement, wearing his trademark gold shoes while sweeping the 200 and 400 titles at the 1996 Olympics.

"I had always taken an active role in the shoes that I wore and how I wanted them to fit and feel," Johnson said last week. "It just started as a spike project, to develop a very unique shoe that would work well with my foot and (feel) personalized to my feet.

"I became quite interested in how the shoe looked. I was asked just a simple question one day: What color I wanted it to be."

In 2004, Knight stepped down as president and chief executive of Nike, a $12 billion, globally recognized corporation.

When the centennial Drake Relays happen April 22 to 25, thousands of athletes will be wearing the company's famed swoosh.

"I'm proud of that," Knight said. "I think it's one of the great events that doesn't get as much national publicity as it should. I hope it has another great 100 years.

Logue, Andrew. **“**Drake Relays inspired Nike founder Phil Knight.” USA Today.com 8 August 2009 <<http://www.usatoday.com/sports/olympics/2009-04-12-phil-knight-drake-relays_N.htm>>.