Soft•letter

YouTube: Top Ten Free Software Business Uses

by Joe Dysart, Softletter

While YouTube (http://www.youtube.com) has emerged as a marketing juggernaut for software businesses, many firms are also discovering the free video-sharing service has scores of other uses—all of which are also free for the taking.

Company recruiting, client communications, product/service how-tos and dissemination of company news are all increasing in popularity on YouTube, as the medium becomes a Swiss Army Knife of business communications.

"My goal is to offer help and be informative, not just sell a product," says Jesse Mecham, founder, YouNeedABudget.com, a software company that provides a desktop-based personal budgeting system. "Videos are an excellent resource people can return to again and again. They're also an excellent way for potential customers to see, hear, and 'get to know' the person behind the business."

"If you've never visited the YouTube Website, you've missed out on the hottest thing on the Internet today," agrees Michael Miller, author of 'YouTube for Business,' an excellent guide.

Indeed, one of the major reasons software makers are flocking to YouTube is its unbridled popularity. Just a blip on the Web's radar a few years ago, the video-sharing service has rocketed to one of the most visited sites on the Internet. In fact, YouTube now boasts more than two billion views each day, according to recent figures released by the company.

Businesses also find YouTube's low cost and ease of entry hard to resist. Virtually anyone with basic PC skills can upload a video to YouTube—for free—in a matter of minutes. And since YouTube's videos are generally viewed in a relatively small viewing screen, there's no reason for software makers or others to endure painful budgets for video production costs. In fact, the subtleties of high-end video production are generally lost on YouTube, according to Miller.

Plus, software makers are saving significant coin by shifting hosting

Our SaaS Pricing Survey provides more up-to-date data on this critical topic. Of particular interest are the trends to longer subscription lengths and greater vendor/customer commitment. See pages 13-15.

A Quick Cloud Dictionary

by the Softletter Staff

In 2009, a new marketing meme came to the software industry, the "Cloud." When we first heard the phrase come into wide usage in the summer of 2009, we thought that one of the old synonyms for the Internet (cloud), was reappearing for reasons that we weren't quite sure of. During the 90s, network design products such as NetCracker typically used a picture of a cloud to represent the Internet.

But some quick digging revealed that the phrase seems to have had a dual origin. One parent is **Grid Computing**, which in 2007—2008 was quite the hot term. It became popular to describe grids as "clouds of virtualized servers," an appropriate and descriptive phrase that caught the fancy of many; unfortunately for proponents of grids, the cloud appears to have devoured its parent in much the same fashion as the Greek god Jupiter devoured his father, Saturn.

The cloud's "mother" is probably Eric Schmidt, who used term "cloud computing" in reference to SaaS at an SEO conference in 2006. A few weeks later, Amazon opened their S3 service and used the word "cloud" in its marketing literature to help describe the new service. Both parent's DNS strands intertwined over the next several years and the cloud and "cloud computing" caught fire.

Soon, everyone was talking about the "Cloud" and no one quite knew what anyone was talking about. This is because the term "Cloud" was not accompanied by the release of any new technology or products to help give the new buzzword any tangible reality to hang onto. This is somewhat unusual in high tech; normally, when a buzzword is introduced into the general computing lexicon it's normally preceded by some actual advance in technology or product. When relational database systems were introduced into the PC marketplace in the 80s, you could buy one. When the Internet became widely accessible to the public in the 90s, you could surf it. But none of this is true of the cloud. Virtualization, SaaS, middleware, PaaS, etc all predate the cloud by years. The phrase is strictly a marketing gambit.

The stage now set, we've provided a quick glossary of the latest cloud buzzwords with a Buzz Rating of one to three, with three being maximal buzz (think iPad3).

- **Cloud applications** = SaaS. We suggest giving equal weight to both terms in your marketing literature and be ready to fall back to SaaS; while hardly a thing of beauty, the phrase has gained credibility and is widely understood. Buzz rating of 2.
- **Private cloud** = corporate datacenter. This phrase is gaining strength rapidly and is even gaining tranction among corporate CIO's, who use the term to show they're cool and hip to today's computing, though the recent Amazon meltdown has made it likely that no major corporation is going to shut its internal datacenter down anytime soon. Buzz rating of 2.5.
- **Public cloud** = a web hosting company (GoDaddy, Rackspace, et al) that uses virtualized servers. Not much excitement surrounds the concept. Buzz rating of 2
- **Hybrid clouds** = internal datacenters that use third party, external resources for non-critical operations such as archiving. The concept is not that exciting. Buzz rating of 1.5

responsibilities for their videos onto YouTube. The reason? Ordinarily, a company needs to pay bandwidth transmission charges anytime a Web site visitor views a video hosted on its home Web site. But when that same video is uploaded to YouTube's servers, businesses never pay a bandwidth transmission cost – no matter how many times that video is viewed.

"There's virtually no risk involved and it's very affordable," says YouNeedABudget.com's Mecham. "It's a great option for start-ups or any company that wants to truly reach the masses."

All told, the frothy mix of remarkable popularity, ease-of-entry and virtually non-existent costs has the wheels of innovation spinning at countless software industry firms as they continually find new uses for YouTube.

So far, here are the top ten uses they've forged:

Marketing

This is without doubt the most popular business use of YouTube, and can be wildly successful. Firms with shoestring promotional budgets have become overnight stars on the service, often with zany and off-the-wall marketing pitches. Across all industries, one of the classics is "Will It Blend," a campy series from blender manufacturer Blendtec, which proves the mettle of its product by "blending" some rather unorthodox items in its blender. Among the hapless victims of the series are an iPhone (http://www.youtube.com/watch?v=qg1ckCkm8YI), Rake Handle (http://www.youtube.com/watch?v=aM94aorYVS4), and 50 Marbles (http://www.youtube.com/watch?v=3OmpnfL5PCw).

Recruiting

Given that many software makers already have videos touting their organizations as inviting places to work, posting those same productions on YouTube is a no-brainer. "Don't limit yourself to a single, long puff video," Miller says. "Produce separate videos for individual departments, as well as to illustrate company values, employee benefits, facilities and the like."

Product/Service How-Tos

 These videos can of course serve a dual purpose for your business, offering detailed instructions for novice clients and customers, while serving as a promotional spot for looky-lous.

"I personally turn to YouTube to find out about other software tools that might be useful in my own work and I often end up buying

> **"24 hours of video are uploaded to YouTube every minute and 100 years of video is scanned by YouTube's copyright infringement system, Content ID, daily. YouTube also currently provides localised content for 23 countries."**
> *—Joe Dysart*
> *Softletter*

Summary Results from the Softletter, Pricing, Discounting, and Billing Services Survey for SaaS Companies, Part I of II

The Softletter Pricing, Discounting, and Billing Services Survey for SaaS Companies was launched in February of 2011 and closed in mid-April. The Allegiance online system (www.allegiance.com) was used to generate and manage these surveys. The survey consisted of a total of 53 questions and results from this project will be incorporated into the 2011 **Softletter SaaS Report**. The purpose of this survey was to develop a comprehensive analysis of current use and practices among SaaS application providers in regards to most implemented SaaS pricing models, pricing surcharges (including SLAs and integration), typical discounts offered for yearly/multi-year contracts and SaaS billing and monetization choices and perceptions.

The survey recorded 104 valid responses, with the single largest group, 50% of respondents, reporting their title as Owner, Founder, President or CEO of their companies. This was followed by 30% identifying themselves as Vice President, Executive Vice-President or Director. 10% identified themselves with a CxO title including COO, CFO, CSO and one CTO. The balance of respondents were senior sales managers, product managers and similar middle management designations. 24% of of those taking the survey were from international venues, with representation primarily from Canada, the UK and Ireland. Respondents from Israel, Denmark, France, Holland, and Norway also participated.

Throughout this report numbers of particular interest have been **bolded**. Decimals have been rounded off to whole percentages and percentages may not equal 100%. Results cross tabulated by company revenue size and other criteria have been rounded off to whole numbers and may not equal 100%.

SaaS Company Profiles

Development stage of your company?	%
No significant customer revenue	24%
Privately owned, privately funded	15%
Privately owned, venture funded	11%
Public	11%

Current gross revenue?	%
Under $1 million	42%
$1 to $5 million	23%
$6 to $10 million	10%
$11 to $50 million	**17%**
$51 to $100 million	4%
$100 million +	5%

The number of companies reporting they're in the $11 to $50 million cohort is notable; the increase in this number over previous years is an indicator of overall growth in the SaaS market sector.

For how many years has your company been selling SaaS/Cloud Applications?	%
0 to 1 year	26%
1 to 2 year	17%
2 to 4 year	17%
4 to 6 years	**15%**
6 to 7 years	5%
8+ years	**20%**

What is the primary market for your SaaS application product(s)?	%
Enterprise Businesses >$100 million in sales	22%
Mid-market Businesses >$10 million in sales	**46%**
Small Businesses <$10 million in sales	24%
Consumers (includes social sites, games, education, virtual worlds, etc.)	1%
Both Businesses and Consumers	7%

What is your primary geographic market?	%
United States & Canada	77%
Latin America	0%
Europe (EU)	14%
Eastern Europe (Russia and Non-EU countries)	1%
Asia/Pacific (excluding China)	2%
Japan	0%
China	0%
India	1%
Africa	1%
Middle East (includes North Africa, Israel, Syria, Jordan, Arabian Peninsula, and Persian Gulf)	0%
Other, please specify	5%

Please check all venues in which you actively market your SaaS application(s) and services	%
United States & Canada	83%
Latin America	13%
Europe (EU)	44%
Eastern Europe (Russia and Non-EU countries)	6%
Asia/Pacific (excluding China)	17%
Japan	7%
China	7%

something," says Peter Avritch, president, PC Dymanics, a software firm. "I like being able to see these things in action. I also feel that short product demonstration videos are often more convenient for people than simply offering free trial evaluations. Downloading a free trial and playing with a new piece of software you are unfamiliar with takes time and effort, whilst a video can let you see the product in under a minute without having to learn any new tricks."

Company Video FAQs

Any software business can leap over the image of a faceless, industry players with on-the-fly videos, which feature charming customer service people answering frequently asked questions. Sure, many businesses already have written FAQs on their Web sites. But there is something to be said for going the extra mile and offering the personal touch that's inherent in the video medium.

News Video Clips

The beauty of posting your software company news to YouTube is that your information is not sliced, diced or in any other way whittled down to a mere shadow of its former glory. You can post one, three-minute video. Or you can post a series of videos to go in-depth.

Focus Groups

Many sophisticated users of YouTube are also using the service as a free testing ground for commercials they plan to run on cable and broadcast TV, and elsewhere on the Web. Specifically, they use YouTube's free analytical tool, Insight (http://www.youtube.com/watch?v=Xo6HBKTyIzQ), to test the marketing punch of their commercials. Insight's metrics include the overall popularity of your video, who's viewing your video, where those viewers are coming from on the Web, and what keywords they're using to find your video.

Client Communications

When an email or friendly phone-call simply doesn't cut it, many businesses are posting videos to YouTube to connect with clients concerning project updates, personalized descriptions of new products and the like. The medium conveys the message that the company places a special value on its client or customer, and is willing to go the extra distance to prove it. Plus, such communications can be easily made private on YouTube by selecting the "private" option under its **Broadcast Options** choice. This ensures only the viewers you select get to see the video you've uploaded.

Employee-to-Employee Communications

As far as Google, the parent company of YouTube is concerned,

Figure: YouTube Insight Product Manager Tracy Chan

"videomail" could be poised to become the email of the next decade (http://www.youtube.com/watch?v=iWzwLGJ0BIo). In fact, Google has added "Google Video" to its Google Apps suite for business. Makes sense. Why not zip off a response to a thorny problem using video, if it's easier than trying to communicate in another medium?

Employee Training

Any software business with multiple locations across the world can immediately see the benefit of posting training videos on YouTube, and having the appropriate employees dial in. And by using YouTube's "private broadcast" option, those companies can ensure the training videos stay internal. "Many companies find that YouTube is a fast and effective way to disseminate all kinds of employee information," Miller says. "Done right, it gets information out there in near-real-time, with all the benefit of face-to-face communication."

Savings on Business Travel

All the videos sent to employees and clients are also enabling business users to rack up substantial savings on business travel. Granted, there are plenty of instances where true face-to-face interaction is irreplaceable. But in many other situations, a video overture is a bulls-eye compromise between basic E-mail and an all-expenses paid business trip for one or more employees to multiple cities. "It's so easy to get started and it really doesn't require much of an investment," says PC Dynamic's Avritch. "One of the nice things about it is that you really don't need professionally-produced content. In fact, it's probably better to keep things more on the casual side, which makes it even easier to get something up there. The main thing is to make a point to do it. YouTube is simply too big to ignore."

"YouTube CEO and co-founder Chad Hurley has stated that he wants YouTube to be watched in the same way as television, up from 15 minutes a day to an average of five hours."

—Joe Dysart
Softletter

India	7%
Africa	5%
Middle East (includes North Africa, Israel, Syria, Jordan, Arabian Peninsula, and Persian Gulf)	9%
Other, please specify	5%

What percentage of your revenues come from international markets?	%
None	**40%**
1% to 5%	**19%**
6% to 10%	13%
11% to 20%	4%
21% to 30%	7%
31% to 40%	2%
41% to 50%	6%
51% to 74%	5%
75%+	5%

What is the primary industry that you target?	%
Automotive	0%
Construction	5%
Education	2%
Energy, Utilities	1%
Finance/Banking/Insurance	7%
Media/Advertising	2%
Government	2%
Healthcare, Medical	7%
Legal	1%
Manufacturing	9%
Non-Profit	2%
Pharmaceutical	1%
Real Estate	0%
Retail or Wholesale	9%
Software, Internet	5%
Telecommunications	2%
Transportation	1%
Not Applicable - Produce Horizontal Cross Industry Products	34%
Other, please specify (significant answers included broadcast media, broadcast TV, hospitality, public safety, quick service restaurant chains, management consulting, and car rentals)	12%

What is the primary type of SaaS/Cloud Application that you sell?	%
Accounting/Financial	3%
Asset Management	5%
Business Intelligence	4%
Business Process Management	7%
Call Center	3%
Channel Management	1%
Collaboration	6%
Community Site Services	0%
Compliance and Risk Management	1%
Content Management	3%
Customer Relationship Management (CRM)	5%
Dispatch Management	1%
Document Management	5%
eCommerce	3%
eLearning	1%
Electronic Design Automation (EDA	0%
Enterprise Resource Planning (ERP	4%
Expense Management	0%
Help Desk Management	0%
Human Resource/Capital Management (HRM/HCM)	3%
IT/Application Management	3%
Manufacturing Solutions	1%
Marketing	1%
Messaging	0%
Portfolio Management	3%
Procurement	1%
Professional Services Automation (PSA)	0%
Project Management	3%
Salesforce Automation (SFA)	2%
Sales Compensation Management	0%
Supply Chain Management (SCM)	2%
Survey Solutions	1%
Vendor Management	0%
Web Development	3%
Web Analytics	0%
Work Order Management	0%
Workforce/Field Service Management	4%

Other, please specify (significant answers included reservation procurement and management, resource scheduling, route optimization, advertising, dining management in healthcare facilities, and translation services)	23%

SaaS Subscription Models

Do you price your SaaS/Cloud Application software on the basis of (please pick your PRIMARY method):	%
Freemium (free basic level with a paid upgrade)	9%
Concurrent seats (up to X number of users can use the system at any one time)	10%
Named users (only registered individuals can use the system)	**33%**
Per transaction or based on usage (for example, per insurance claim processed)	**20%**
Per business location (e.g. per branch office or restaurant)	9%
Enterprise or site subscription (flat fee for all users)	8%
Feature or modules used (e.g. a-la-carte system of adding and removing features/ modules that determines monthly pricing schedule)	5%
Project(s) (pay per use)	1%
Bandwidth used (e.g. Mbyte of upload/download traffic)	0%
Storage used (e.g. Mbyte of storage used)	1%
Other, please specify (significant answers included per device, assets under management, and per end instance to be integrated)	6%

As with our previous surveys, transaction-based pricing continues to gain popularity with SaaS firms as increasing numbers of companies seek to align their pricing models with their customer's business processess. We also found the 8% reporting they priced their products based on an **Enterprise** model a bit of a surprise.

Over the years, Softletter has recommended against this pricing model because of the uncertainties surrounding the definition of a "site." Does your site license include provisions for the site physically expanding? For a site being moved to another business unit, location, or country? Does your subscription contract deal with a merger with another company? Because of these factors, Softletter recommends a volume based, concurrent model in lieu of enterprise subscription deals.

Based on the Freemium pricing model, when customers upgrade to the paid product, please pick the PRIMARY means by which you price your SaaS/Cloud Application:	%
Concurrent seats (up to X number of users can use the system at any one time)	12%
Named users (only registered individuals can use the system)	**62%**
Per business location (e.g. per branch office or restaurant)	12%
Enterprise or site subscription (flat fee for all users)	12%

Based on concurrent seats, approximately how much do you charge per seat for your SaaS/Cloud Application per person/per month? (Please provide a monthly cost even if you have signed the customer to a subscription agreement that spans X period of time)	%
$1 to $25 per person/per month	10%
$26 to $50 per person/per month	20%
$51 to $75 per person/per month	10%
$76 to $100 per person/per month	10%
$101 to $250 per person/per month	**40%**
$251 to $500 per person/per month	0%
$501+ per person/per month	0%
Other, please specify (Significant answer included "$750 one time price, plus yearly maintenance (15%)"	10%

Based on named users, approximately how much do you charge for your SaaS/Cloud Application(s)per person/per month? (Please provide a monthly cost even if you have signed the customer to a subscription agreement that spans X period of time)	%
$1 to $25 per person/per month	12%
$26 to $50 per person/per month	**39%**
$51 to $75 per person/per month	15%
$76 to $100 per person/per month	9%
$101 to $250 per person/per month	21%
$251 to $500 per person/per month	3%
$501+ per person/per month	0%
Other, please specify	0%

Based on using a per transaction based model, what is your median charge per transaction unit?	$1.50

Based on using a per transaction based model, what is your per transaction "unit"?
Significant answers were "reservation, contaner per day, claim, % of sales, invoice, case, time, inspection, word or symbol, webpage, monthly reports, and purchase transactions"

As the transaction model gathers steam in SaaS, Softletter has wrestled with the issue of how to apply some sort of standardized metric to this pricing model. The above two questions were not required in the survey and 14 respondents chose to answer them. The data provided should be used as discussion points and are not statistically valid.

What additional add-on product pricing or surcharges do you have in your pricing model?	%
Extra feature modules (e.g. enhanced reporting, more functionality options, etc)	**58%**
Additional platform modules (e.g. mobile, thin client, etc.)	21%
Storage	**27%**
Bandwidth	3%
We do not have any add-on pricing	**25%**
Do not know	3%
Other (significant answers include "automatic fail-over, professional services, additional domains, and business intelligence")	10%

It's not surprising that the number one add-on to product pricing models is extra features/modules. However, it **is** surprising that many SaaS companies, not realizing how soon their customer bases will begin to demand enhancements and improvements to their systems, don't plan to recoup their development costs by implementing tiered modular pricing.

Does your SaaS/Cloud Application product(s) offer more than one level of functionality (for example, Basic vs. Professional versions)?	%
Yes	50%
No	50%

This metric has stayed remarkably stable over the past three years.

How many functionality levels or versions of your product do you offer?	%
Two	22%
Three	**34%**
Four	8%
Five	2%
We offer increased functionality via a series of optional modules the user can subscribe to	4%
We offer both multiple levels of functionality and a series of optional modules the user can subscribe to	27%
Other, please specify	4%

What is your most popular subscription length option?	%
Not applicable; our subscriptions are based only on transactions/usage	5%
Monthly	**34%**
Quarterly	4%
Bi-yearly	0%
Yearly	**39%**
Multi-year	**15%**

Other, please specify (significant answer was "we require a three year contract with a 90 day out clause")	3%

Please check all the subscription options you offer your customers	%
Transactions/usage based	19%
Monthly	59%
Quarterly	**27%**
Bi-yearly	7%
Yearly	71%
Multi-year	40%
Other, please specify (significant answer was "liftetime")	2%

The above responses document a trend that Softletter noted was developing in our third SaaS survey—the move toward yearly and multi-year subscription agreements. There are several factors driving this trend, among them the increasing acceptance of SaaS in larger businesses. Larger firms will often insist on yearly and multi-year contracts to avoid the overhead of managing a plethora of monthly billing charges, drive discounts, and lock in favorable pricing. Longer term contracts are also psychologically useful in building strong relationships between vendor and customer.

From the standpoint of SaaS companies, particularly those ramping towards sustained profitability, the inflow of cash to company coffers is appreciated by management and investors. And sales organizations particularly like up front payments because their commissions will be paid from these monetary infusions.

Based on offering multi-year contracts, please tell us your most popular subscription option	%
2 Years	54%
3 Years	44%
4 Years	3%
5 Years+	0%

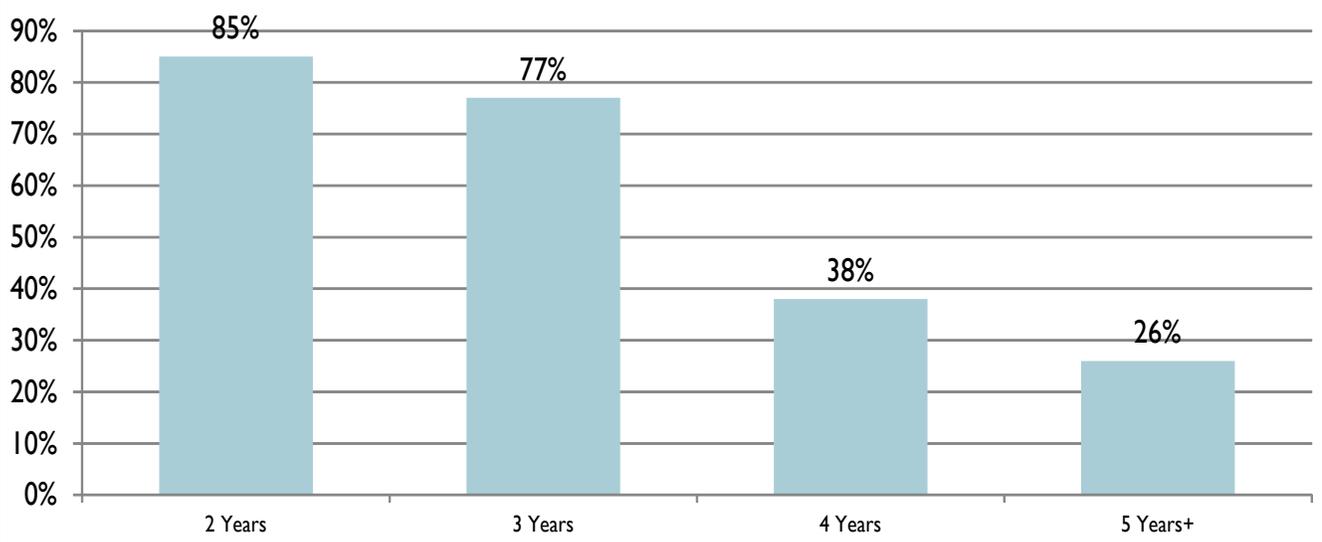| Based on offering multi-year contracts, please pick all subscription length contract options your offer	%
2 Years	85%
3 Years	77%
4 Years	**38%**
5 Years+	**26%**

The numbers above dovetail with our previous comments on the increase in yearly and multi-year contracts; we found the 38% and 26% figures for four and five year contracts lengths particularly striking. Conventional wisdom states that in SaaS multi-year contracts should not exceed three years but significant numbers of SaaS firms are offering longer term deals.
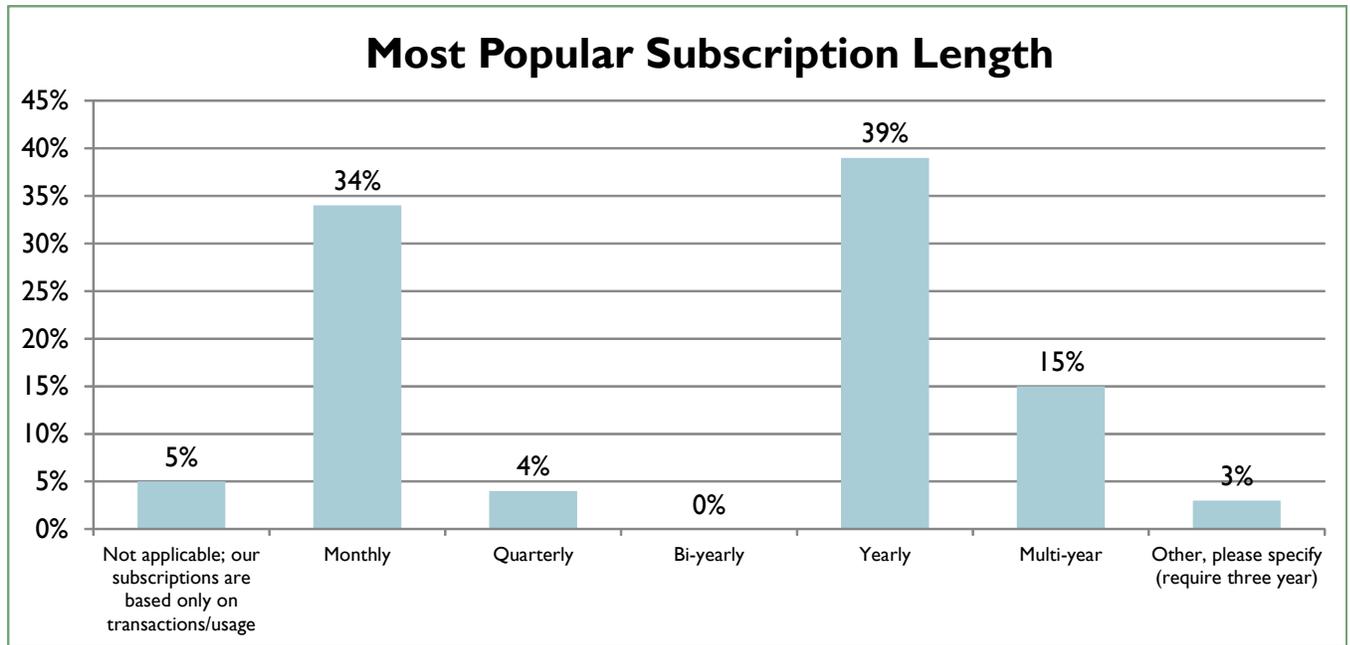
Most Popular Multi-Year

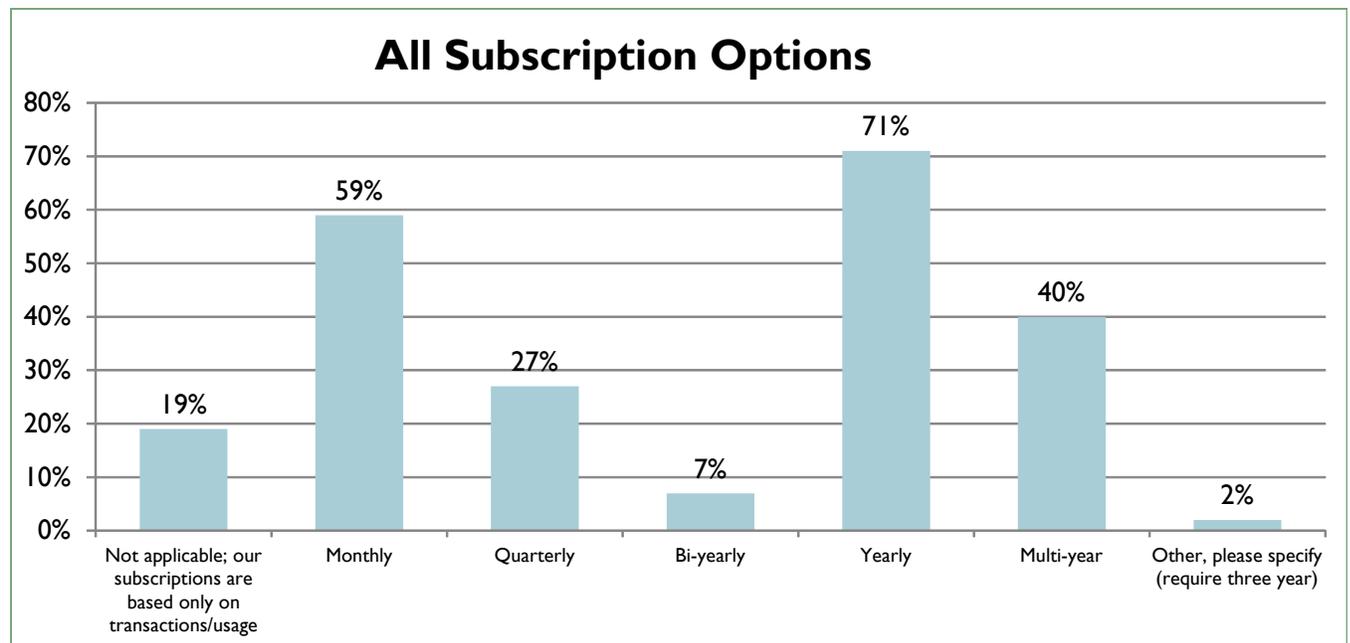|	2 Years	3 Years	4 Years	5 Years+
	54%	44%	3%	0%
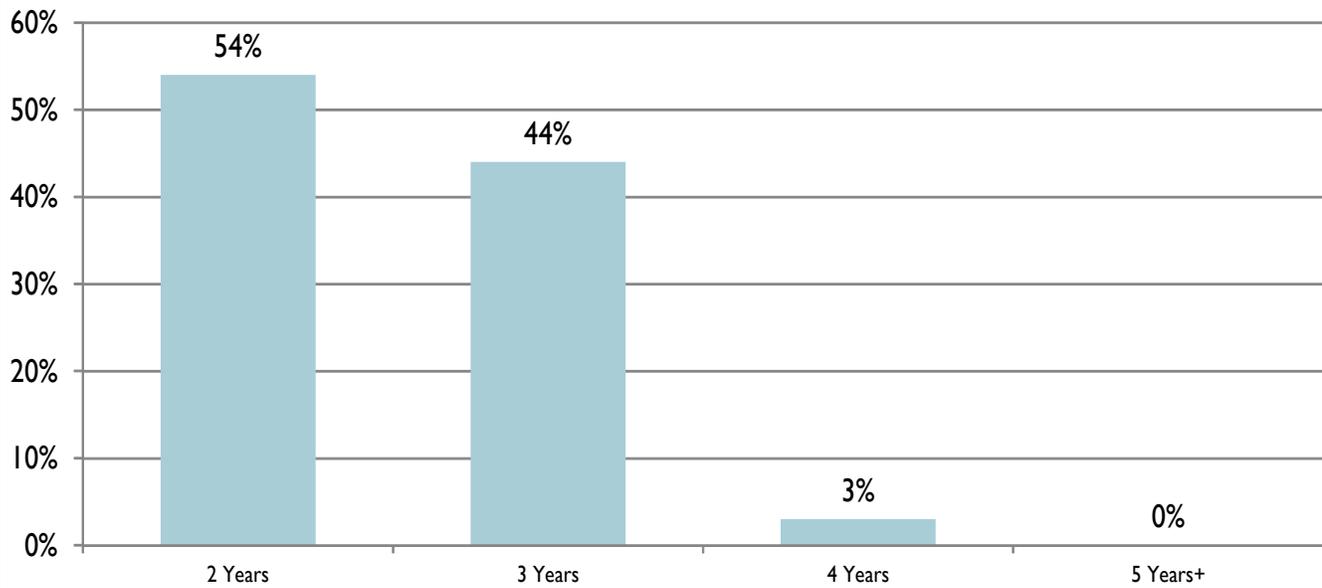
In 2009 the **Yearly** option drew even with monthly in the most popular subscription option sweepstakes and pulled ahead slightly in 2010. This year's numbers follow the trend established two years ago. Aggregated, **Yearly** and **Multi-Year** garner 54% of survey responses.

All Multi-Year Subscription

	2 Years	3 Years	4 Years	5 Years+
	85%	77%	38%	26%

Most Popular Subscription Length

Category	Value
Not applicable; our subscriptions are based only on transactions/usage	5%
Monthly	34%
Quarterly	4%
Bi-yearly	0%
Yearly	39%
Multi-year	15%
Other, please specify (require three year)	3%

Note that while the **Quarterly** option comes in at only 4% as the most popular subscription length, 27% of SaaS firms provide it as a choice. Interest in quarterly billing is driven primarily by firms addressing SMB markets. These provide quarterly programs to a subset of their customers who don't want to commit to yearly subscriptions but want to avoid the overhead of monthly billing.

All Subscription Options

Category	Value
Not applicable; our subscriptions are based only on transactions/usage	19%
Monthly	59%
Quarterly	27%
Bi-yearly	7%
Yearly	71%
Multi-year	40%
Other, please specify (require three year)	2%

The numbers for **4 Years** and **5 Years** are interesting and indicate that SaaS firms (and their customers) are willing to lock each other in to long term commitments.

YouTube Resources

- **Creator's Corner** (www.youtube.com/t/creators_corner om): YouTube page that contains useful info/links on creating, editing, and optimizing YouTube videos.
- **Firefox Universal Uploader** (https://addons.mozilla.org/en-US/firefox/addon/universal-uploader-fireuploade/): Batch file uploader/downloader add on for Firefox; very useful if you're uploading multiple videos to YouTube.
- **Lifehacker** (http://lifehacker.com/5085555/embed-youtube-clips-in-powerpoint Facebook Messages (www.facebook.com): Useful guide to embedding YouTube videos into PowerPoint.
- **Makesuseof** (http://www.makeuseof.com/tag/10-youtube-url-tricks-you-should-know-about/): Page discusses different uses of URLs to view and manage YouTube videos.
- **Splicd** (www.splicd.com): Service that allows you to cut out and share segments of a YouTube video.
- **YouTube Best Practices** (http://youtubebestpractices.com): Very useful site.

GOOD MORNING SILICON VALLEY ON THE LINKED IN IPO: "The Wall Street Journal is throwing a couple of red flags, noting that a lot of money that could have gone to LinkedIn is going instead to the investment community. Business Insider puts it more bluntly, saying LinkedIn's underwriters 'screwed' the company out of $175 million by massively underpricing shares. The Journal also raises questions (and floats the 'b' word) about the upcoming IPOs of higher-profile social networking companies such as Facebook and Twitter — based on this morning's developments, just how astronomically high will those companies' shares be valued at?" (Quoted on http://blogs.siliconvalley.com/gmsv/, 05/19/2011)

ZDNET BLOGGER CHRISTOPHER DAWSON ON WINDOWS 7 VS. ANDROID: "My 1-year old swipes her finger across the tablet screen or across my phone when she wants different music playing or another video queued. I can't see her just yet navigating through menus. iOS users will tell you that Apple's mobile OS is so organic that it makes Android look like Monsanto soybeans. They might be right. Regardless, there is an almost thoughtless ease to moving among apps and consuming content on the two dominant mobile operating systems that I find it increasingly painful to go back to a desktop OS. (Quoted on http://www.zdnet.com/blog/google/is-it-just-me-or-does-windows-7-feel-a-bit-long-in-the-tooth-compared-to-android/2906?pg=2, 04/25/2011)

THE DAILY BEAST ON AMAZON E-BOOK SALES: Since April 1, the online retailer has been selling 105 Kindle e-books for every 100 print books, hardcover and paperback combined. (Quoted onhttp://www.thedailybeast.com/cheat-sheet/item/amazon-e-books-surpass-print-sales/going-digital/# , 05/20/2011)