
EXHIBIT B

Zynga's Secret To Success: Steal Great Ideas!

Nick Saint Jan. 19, 2010, 2:10 PM 69,411 25

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One reason people love to hate Zynga is the approach Zynga has taken to becoming so successful: The Microsoft approach.

Specifically: Copy a competitor's product, then crush the competitor.

Bill Gates did not grow Microsoft into a global giant by purely innovating or creating completely new products. Instead, he identified successful products, duplicated them, and used Microsoft's superior positioning and power to crush the existing competition.

For instance, Microsoft's Windows banished the Macintosh to years of relative obscurity; Internet Explorer killed off Netscape; Excel walloped Lotus, and Word replaced WordPerfect as the gold standard in word-processing.

Similarly, to grow his company, Zynga founder and CEO Mark Pincus has applied this model to the social gaming industry.

One way Zynga creates huge hits is by identifying popular games from other studios, creating a near replica, and then beating the original with a bigger marketing budget.

As with Microsoft, this strategy has made Zynga unpopular. The company has already paid one seven-figure settlement, and is mired in a slew of ongoing lawsuits.

But unpopularity -- and even perpetual legal battling -- may be problems Zynga is happy to put up with. As Microsoft has demonstrated, the strategy works.

Until his recent displays of philanthropic munificence, Bill Gates was never a beloved figure -- not the way Steve Jobs and Larry Ellison were. But you never caught his shareholders complaining.

So far, Mark Pincus and Zynga appear to be making that same trade-off.



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Take a look at Zynga's games, the games it copied, and how it has crushed the innovators →

Photo: Joi

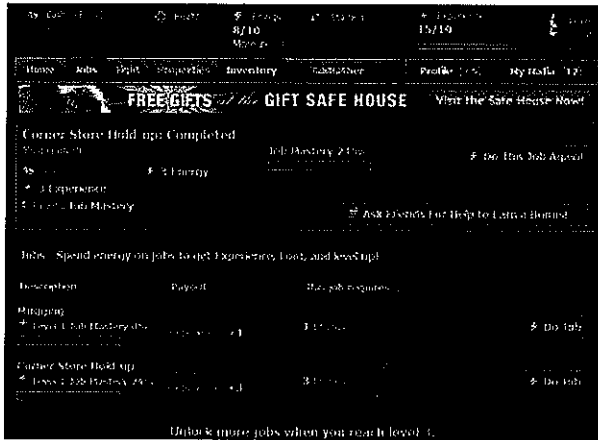
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Before Zynga came out with Mafia Wars...



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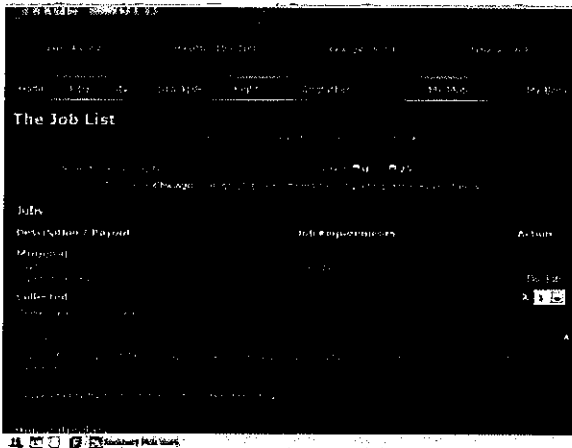
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...Psycho Monkey developed Mob Wars



And here's where things stand now:

MOB WARS
Date Released: September 2008
Developer: Psycho Monkey LLC
Users: 1,205,879

MAFIA WARS
Date Released: November 2008
Users: 23,256,287
Developer: Zynga

What it is: Commit crimes or attack other

players with the click of a button, then read about how it all turned out. Criminal activity earns you in-game cash to buy weapons, equipment, and real estate, and experience points that allow you to improve your abilities.

RESOLUTION: Psycho Monkey filed a lawsuit against Zynga that was ultimately settled for between \$7-\$9 million.

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 Okay, folks, here's something we'd love your help with: SAI is

Before Zynga's FarmVille...



...there was Slashkey's Farm Town



And here's where things stand now:

Farm Town:
Date Released: April 2009
Developer: Slashkey
Users: 14,104,459

FARMVILLE:
Date Released: June 2009
Users: 74,008,714

What it is: You farm. You plant seeds, which take

time to grow, at which point you can harvest and sell them. You advance in much the same manner as in Mafia Wars (and nearly all of Zynga's other games), gaining cash and experience for your work, allowing you to expand and improve your farm. Friends playing FarmVille can become your 'neighbors', their farms actually appearing right next to yours; interacting with them, or getting more people to sign up, helps you earn more.

Before Zynga made FishVille...



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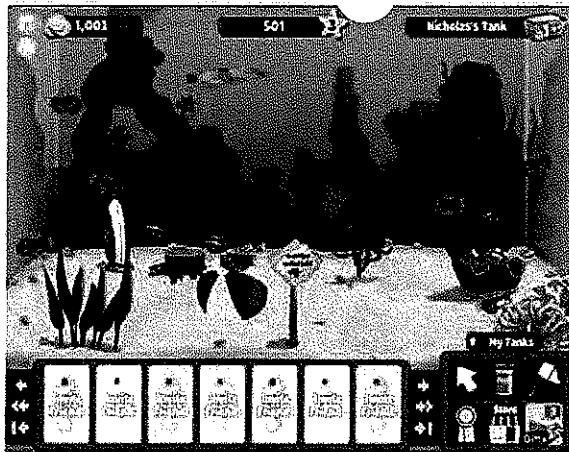
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TECH CHECK **Jim Goldman**
 Technology reporter and journalist for CNBC. Writer of TechCheck. Focused on tech news, trends, analysis & economics.

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jeffersongraham
 Tech reporter for USA TODAY. Host & producer of Talking Tech web video show. Journalist covering consumer electronics and internet culture.



...TallTree Games had a hit with Fish World



And here's where things stand now:

FISH WORLD

Date Released:

October 2009

Developer: TallTree Games

Users: 7,607,655

FISHVILLE

Date Released:

November 2009

Users: 24,460,783

What it Is: You can read much, much more about FishVille

and how it makes money here, but the premise is pretty simple: you start with an empty fish tank, and you want to build up a fish tank filled with exotic fish and neat decorations. You buy baby fish and sell grown fish, which are mysteriously more valuable. As always, you can trade with friends who also play.

Zynga's game Cafe World came after...

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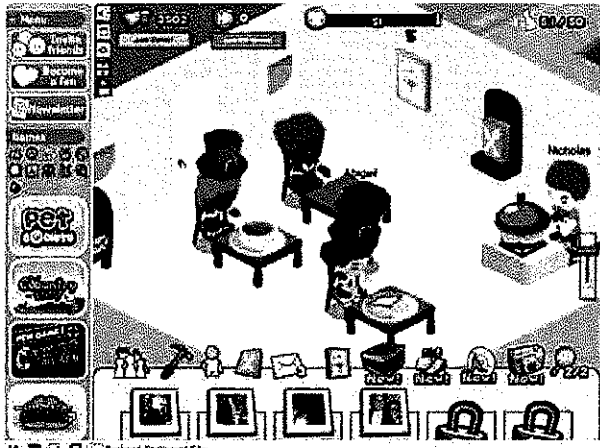
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...Playfish's Restaurant City



And here's where things stand now:

RESTAURANT CITY

Date Released:

April 2009

Developer: Playfish

Users: 15,009,117

CAFE WORLD

Date Released:

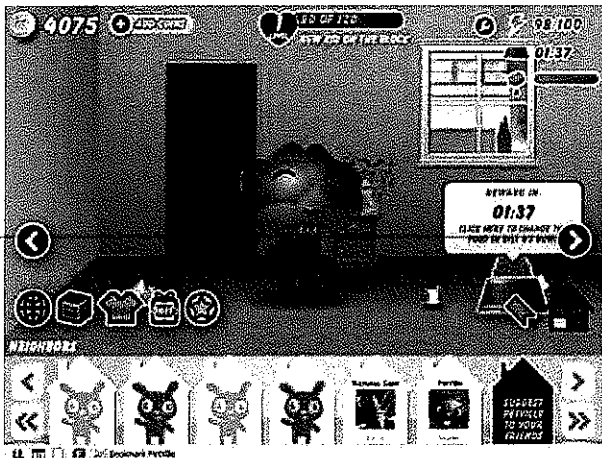
September 2009

Users: 29,967,961

What it is: You are the owner and chef of a new restaurant.

After hiring a waiter, you begin cooking food, which is served to customers. This earns you money. Money allows you to buy more cooking equipment. And so on.

Zynga's PetVille...



...followed Playfish's Pet Society



And here's where things stand now:

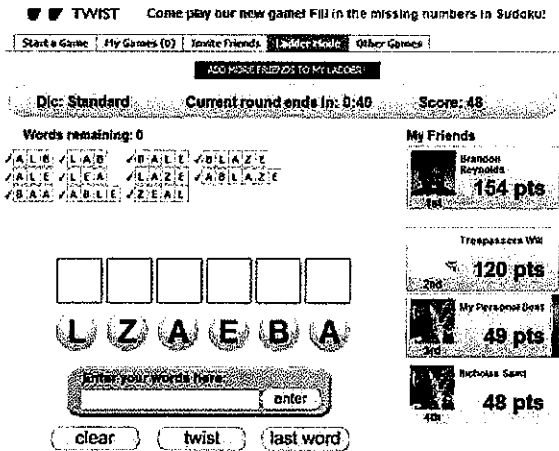
PET SOCIETY:
Date Released: September 2008
Developer: Playfish
Users: 20,042,566

PETVILLE:
Date Released: December 2009
Users: 17,944,083

What it is: You have a new pet to take care of. This involves feeding him,

washing him, playing with him, and the like. Keeping him happy earns you money to decorate your home, which is very important to your pet. You can also take him to your friends houses to play with their pets, which makes him very happy.

Zynga's came out with Word Twist after...



...GameHouse made TextTwist

And here's where things stand now:

TEXTTWIST
Date Released: July 2009 (for the Facebook version, but it has existed as a web game for years)



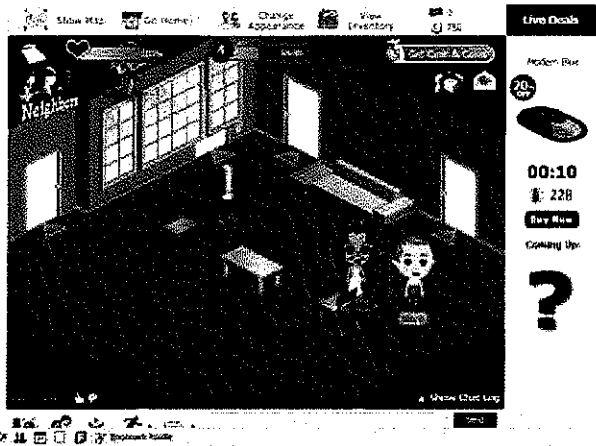
Developer:
GameHouse
Users: 195,229

WORD TWIST
Date Released:
September 2008

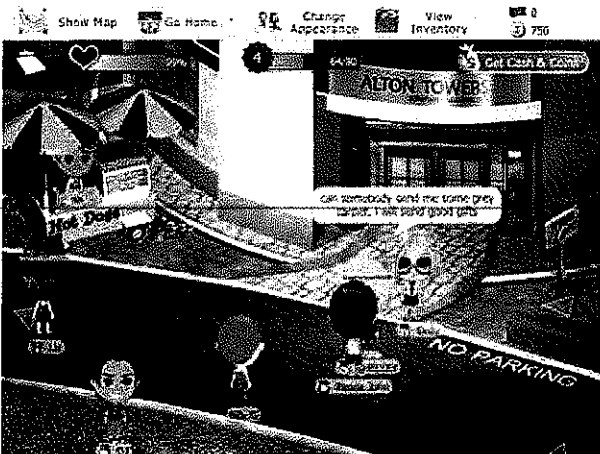
Users: 445,228

What it is: Find as many words as you can using the letters provided. You can play by yourself, or challenge up to four friends at a time.

Zynga's Game: YoVille



What Came First: Nothing!



YoVille

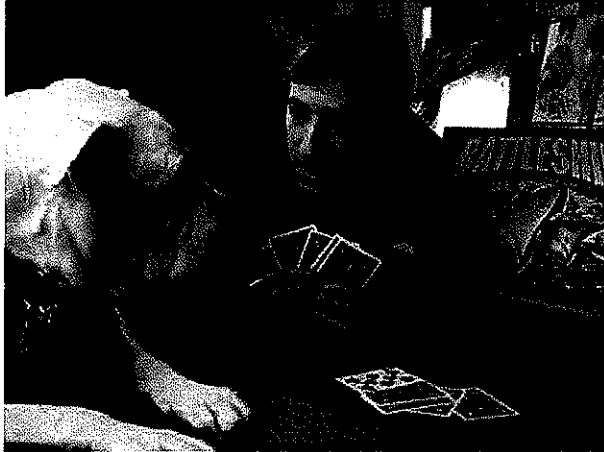
Date Released:
September 2008
Users: 15,234,993
What it is: YoVille is PetVille without the pets, or FishVille without the fish. Decorating your home is a big part of it. So is visiting the homes of your friends. You can earn money by actually going to work (at a factory!) and by

playing mini-games

with other players (tic-tac-toe, rocks, paper, scissors, etc.).

It isn't too closely modeled on anything as far as we can tell. This one is Zynga all the way.

Summary



In addition to the games profiled here, Zynga has a number of Mafia Wars clones, with nearly identical game play but different subject matter: Fashion Wars, Dragon Wars, Pirates, Vampires, Street Racing, and Special Forces. It also has a game called Roller Coaster Kingdom which is fairly close to Cafe

World. Finally, it has versions of a few common games that either aren't anyone's intellectual property (poker) or are regularly duplicated with impunity (Boggle).

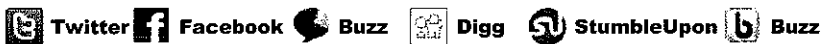
All in all, then, Zynga has one original game in its 19-strong Facebook lineup, just over 5% of its total output.

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Summary

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Summary

Social games maker Zynga develops browser-based games that work both stand-alone and as application widgets on social networking websites such as Facebook. Its games include FarmVille, Mafia Wars, Zynga Poker, YoVille... [More »](#)

Facebook [Edit This »](#)



Summary

Facebook is one of the largest web sites in the world. The site was started in 2004 by Mark Zuckerberg when he was an undergraduate student at Harvard and grew rapidly to include hundreds of millions of users. Since September... [More »](#)



Nick Saint is a reporter at The Business Insider.

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OK on Jan 19, 3:15 PM said:

Zynga bought yoville and poker so in fact zynga has never made a original successful game. I doubt they ever will.



 **4**  **1**

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Parker (URL) on Jan 19, 3:22 PM said:

This post reeked of M\$ hate, but its true.

 **2**  **1**

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just.a.guy on Jan 19, 3:33 PM said:

It's pretty amazing how fast Zynga's offerings have followed the competitors. If they are in fact copies after the fact, which seems likely, that is some very very fast fast-following. And some amazingly efficient and fast marketing as well.

 **4**  **0**

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The products are simpler and easier to distribute, but given the timescales, this is like the Microsoft model on crack.

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togilvie on Jan 19, 3:38 PM said:

This has been practiced by the smartest companies for many years. Pretty sure that the standard b-school example for this is Toyota.


 **4**  **0**

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Muhammad (URL) on Jan 19, 3:39 PM said:

You could say the exact same thing about Facebook copying liberally from Tumblr/Twitter: status updates, "like", lists, now retweets.

 **3**  **0**

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Henry Blodget on Jan 19, 5:31 PM said:

@Muhammad: Yes. We have said that, actually. It's a good strategy.



 **2**  **0**

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henry blodget on Jan 19, 9:24 PM said:

now they have the money
so they can buy real game developers
i just wonder how long that business model will last since they have NO MOAT

 **3**  **0**

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Kareem on Jan 19, 10:06 PM said:

Not sure if you guys are aware, but your site is deathly slow a lot of the time lately (30 second page loads). It also appears to be maxing out DB connections or something, because the content will load to a point (header) then stop.

 **0**  **2**

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Lawrence on Jan 19, 10:14 PM said:

 **0**  **0**

Sounds like YoVille is a copy of the Sims and Animal Crossing.

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FML for your school -> (URL) on Jan 20, 10:29 AM said:

0 1

@Lawrence: Agree. You can trace anything to something b/c seriously at this point of history no idea is truly "innovative."

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However, I find this article insightful. For once SAI is giving some fresh news! lolz (I love SAI nevertheless).

The similarity of graphics is striking.

I wonder if this will be taught as a legitimate business model in the future...I mean...the only cost is couple million in lawsuit settlement, whereas the payoff is not spending money on R & D and cash flow in the future...as long as the latter is greater than former...well, "breaking" a law seems a pretty good strategy.

Money wins.

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popo on Jan 20, 12:16 AM said:

1 5

Nick,

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What part of business competition, product development and researching the competitive-marketplace do you not understand?

Good for Zynga.

And by the way -- this has nothing to do with Microsoft. The Microsoft strategies were based on:

- 1) Bundling
- 2) Backdoor technical advantages through the OS
- 3) Acquisition

This post reeks of junior-varsity "hate", and makes BusinessInsider look like a whine-rag run by a bunch of losers who are neither business-people, nor "insiders".

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Thomas Aquinas on Jan 20, 9:27 AM said:

1 1

@popo: Wait. Did you read the article?

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There's some gentle mockery of a company whose whole model is based on flirting with copyright infringement. But there is also acknowledgment of the model's success. I quote:

"But unpopularity -- and even perpetual legal battling -- may be problems Zynga is happy to put up with. As Microsoft has demonstrated, the strategy works.

Until his recent displays of philanthropic munificence, Bill Gates was never a beloved figure -- not the way Steve Jobs and Larry Ellison were. But you never caught his shareholders complaining.

So far, Mark Pincus and Zynga appear to be making that same trade-off."

That seems more cool rationality than JV haterade.

Scholasticism rulez!!1!

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sent2null (URL) on Jan 20, 12:31 AM said:

2 0

Time out

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Larry Ellison was beloved? by who?

grin

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Matt on Jan 20, 9:08 AM said:

2 **0**

Lotus sucked. I had to build an interactive training package on it once, hated every minute of using it.

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Neek on Jan 20, 10:43 AM said:

2 **2**

There seems to be a lot of mistaken assumptions here.

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- 1) Larry Ellison, beloved by users?
- 2) MS didn't banish the Mac, it was a combination of Apple's early mistakes and MS taking advantage of holes in its strategy (It DID copy the Mac, but that's another story altogether, and Apple DID steal that interface from Xerox too)
- 3) Internet Explorer used the Mosaic license early on, from Spyglass
- 4) Excel didn't "copy" Lotus, MS made its own after Lotus wouldn't support MS-Windows early on.
- 5) Ditto for Wordperfect.

etc. etc.

Dude, the ancient Greeks, Rome and many/most companies get big by assimilating or embracing technology not just in-house, but elsewhere, and use it to great effect.

Why single out MS? Because of its success? Zynga does that as its own strategy to get a leg up, MS or not.

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Prick on Jan 20, 11:18 AM said:

1 **1**

@Neek: Not sure your comment on excel is correct. Excel was created in the 80s in response to the completely shitty "visicalc". I could be wrong

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Neek on Jan 23, 11:28 AM said:

1 **1**

@Prick: You must be referring to MS Multiplan. Excel was made for Windows to be a graphical app after Lotus, Ashton-Tate (before it was acquired by Borland) and Wordperfect Corp. tried to stifle MS hegemony by not supporting Windows and opting instead to stay with DOS and OS/2.

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Excel et al took advantage of the graphical interface of Windows, giving it years of leeway before Lotus and the rest of the gang could catch up, having made the wrong bet, and all the while MS's stranglehold on Windows grew stronger.

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NameCaster (URL) on Mar 6, 6:22 PM said:

0 **0**

@SonicMaBro
It may be a possibility that what you say could actually be useful but I refuse to read a post that is all caps.
You should fill out an app for Zynga.

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Alacrity on Mar 7, 6:24 PM said:

0 **0**

Zynga steals good ideas? Did WoW steal their MMO idea from Everquest, FFXI, Ultima Online? The statement that there is stealing involved does not take into consideration that everything is spawned from something. Because of this there is an evolution in games. Zynga took the base idea, and evolved it into something better than what it was. Even for real world markets, did Pepsi steal Coke's idea? Does the cosmetic industry repeatedly steal from each other? How about the fashion industry? When one takes a good look at the big picture, one can realize that all things are derived from something else. The very essence of

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originality is the innovation involved with taking good ideas and making them better.

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Muhammad Asad on Apr 28, 8:20 AM said:

0 0
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this post is very informative
cheack it out.....
Weighing Equipment

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lamgod Inhell on May 6, 10:29 AM said:

0 0
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Recently, A very good friend of mine has had her account hacked and all her tradable items stolen in Zynga's Mafia Wars. I had heard rumors in the past that Zynga has been suspected of doing such things themselves, but talking with ppl lately I have found that higher lvl powerful players have suddenly had all there items removed....and gotten absolutly no where with zynga as the only response from them is that they have no record of ppl ever having the said missing items.....my question is....how can one be lvl 500+ and have NO items at all?.....and how is it that a facebook account is hacked yet all other games left untouched as well as the facebook account itself? the more i talk to ppl the more I believe that it is zynga behind all of this, and the crooked nature of there entire business and history, has me inclined to believe that this is the act of zynga. Im wondering how many ppl know about this epidemic of account hackings and lack of response and support by zynga.

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missy johnson on Aug 6, 3:10 AM said:

0 0
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i sent my idea into zynga about making farmville a little better, i suggested they make it where you can build your own storage sheds, barns etc with tools. i also made a suggestion they be able to paint them different colors. i spent over 200 dollors on the different games. well needless to say i got my account taken away. they would not tell me why or give me a reason.

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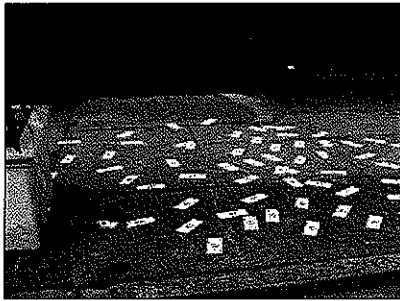


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Zynga guerilla marketing ploy gets legal response

113 233

He may not be Nick the "button man," but San Francisco City Attorney Dennis Herrera has Mafia Wars in his sights.



Some of the offending bills.

Herrera's office sent a letter Thursday to Zynga Game Network threatening a lawsuit over a guerrilla marketing campaign the San Francisco-based gaming company is apparently using to drum up interest in the latest version of its Mafia Wars online game.

It seems that dozens of fake \$25,000 bills have been glued to the sidewalk in five locations in Hayes Valley, and the Department of Public Works is sick and tired of cleaning them up.

A steam cleaner has to be brought in to do the work, and it takes about 45 minutes in each location, plus administrative time, DPW officials said.

"We don't have any staff to spare," DPW spokeswoman Christine Falvey said. The total cleanup costs are still being tabulated.

Each bill has the website address "mafiaawarslv.com," which links to the Las Vegas version of game. The grand prize in a drawing for visiting the site is \$25,000.

The company also blew up an armored car in the desert to commemorate the Vegas game, saying:

Yeah, you read that right. We're taking a 4 1/2 ton armored truck into the Nevada desert, filling it with dynamite and then kaboom!

We're not sure if that's kosher with authorities in Nevada, but the fake bills are definitely not cool with Herrera.

The city wants Zynga to turn over all its information about the guerrilla marketing campaign, asking for "emails, work orders, scope of work, contracts, marketing plans or other records -- that show when and where the graffiti in San Francisco was placed, and by whom," Deputy City Attorney Alex Tse wrote to the company.

The city also wants Zynga to offer "a proposal to fully resolve the issue." Just paying for the cleanup won't be enough, officials said.

"The City Attorney takes violations such as these very seriously and intends to pursue every available cause of action aggressively against Zynga for these illegal marketing tactics," Tse wrote.

Posted By: John Coté (Email) | August 20 2010 at 09:00 AM

Listed Under: City Attorney Dennis Herrera

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sillyvalley 9:31 AM on August 20, 2010

What's to discuss? Just send them the bill.

REPLY (230) (9) POPULARITY: 221

9 replies

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Name withheld 9:32 AM on August 20, 2010

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jetgirl 9:34 AM on August 20, 2010

I kind of liked it...money trees!

REPLY (5) (70) POPULARITY: -65

1 reply

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joe_friday 9:34 AM on August 20, 2010

Good thing they didn't pull this in Boston.

REPLY (44) (7) POPULARITY: 37

4 replies

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cronmunist 9:35 AM on August 20, 2010

Yeah this seems like a no brainer. If anyone has the bucks to clean up the situation, it's a gaming company, and if they opt to clean it up themselves, they can just hire some guys for \$12/hr vs. the city paying identically skilled workers \$100/hr.

REPLY (100) (21) POPULARITY: 79

7 replies

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trer 9:36 AM on August 20, 2010

No wonder the City is unhappy. Now they have to actually get off their bums and do some work!

REPLY (35) (91) POPULARITY: -56

2 replies

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JuiceWeasel 9:38 AM on August 20, 2010

Why doesnt the human feces on SF's sidewalks get the same cleaning treatment as these fake bills?

REPLY (165) (20) POPULARITY: 145

11 replies

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bearsandgiants 9:38 AM on August 20, 2010

I'm tired of picking up homeless poop and scraping graffiti off the walls. where do i send the bill?

REPLY (93) (14) POPULARITY: 79

4 replies

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joescales 9:39 AM on August 20, 2010

...and then they get more publicity when they get the bill. (probably cheaper than putting an ad in the paper)

REPLY (28) (2) POPULARITY: 26

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jellybean3 9:40 AM on August 20, 2010

Charge them with littering. One count for every bill x a \$500 fine. It would easily cure the city's budget woes.

REPLY (111) (9) POPULARITY: 102

4 replies

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


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