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eBay Partner Network (A)

In March 2008, Steve Hartman settled into his cubicle with his new team at eBay's headquarters in San Jose, California. An engineer with a joint Haas/Columbia MBA, Hartman had just been promoted from director of on-site advertising at eBay to eBay's senior director in charge of global affiliate programs. Each year, eBay paid millions of dollars to online "affiliates" for referring customers to eBay. In an increasingly competitive online auction market, Hartman and his team felt that a thriving affiliate program was important to eBay's success. After all, affiliate marketers had been first to pioneer a number of successful marketing methods, and collectively they had access to millions of potential websites and other avenues for reaching potential buyers. But affiliate marketing could be controversial. "Many people who know about affiliate marketing hear the term and immediately think of deceptive 'black hat' affiliate marketing practices," Hartman thought to himself. "And even many experienced marketers are barely aware of affiliate marketing."

Indeed, eBay's affiliate program was one of the largest in the industry, helping to draw traffic to eBay from a vibrant ecosystem of sites ranging from portals to product review sites to online discussion forums. But eBay's affiliate program had recently faced the problem of fraud, and the company had filed suit against a top website accused of using deceptive tactics to claim affiliate commissions that it hadn't actually earned. At the same time, eBay was close to culminating a year-long project to build its own affiliate marketing platform and bring its affiliate marketing program in-house. (Previously, like most websites using affiliates, eBay had outsourced the management of its program to a specialist company—in eBay's case, Santa Barbara-based Commission Junction.) These developments increased eBay's scrutiny of its affiliate marketing spending.

eBay had a small internal team of eight people who were dedicated to managing various operational aspects of the existing affiliate program as well as designing the platform and new business processes for the soon-to-be-launched in-house system. The tight-knit team members were known to work well together, and they had worked hard at designing and building a new affiliate system that would improve eBay's ability to not only manage fraud, but also deliver better tools and reporting to its affiliates.

Hartman pondered his goals as senior director of affiliate marketing. How could he and his team improve the management of eBay's affiliate program? How could he convince his bosses and the broader affiliate community that these changes added value? How should his small team approach the operation of one of the largest and most complex affiliate programs in the industry?

Professors Benjamin Edelman and Ian Larkin prepared this case. Many thanks to Research Associate Matt Chao for his assistance. HBS cases are developed solely as the basis for class discussion. Cases are not intended to serve as endorsements, sources of primary data, or illustrations of effective or ineffective management.

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eBay's Rise and Plateau

In 1995, Pierre Omidyar, then an engineer at mobile communication provider General Magic,¹ spent a long weekend writing the code for an online platform for peer-to-peer transactions.² In September 1995, Omidyar began hosting the website, then called AuctionWeb, on his personal website.³ By the end of the year, AuctionWeb had run several thousand auctions. Omidyar soon added fees to sellers, both upfront listing fees and a sales fee charging a percentage of the final sales price.⁴

With the World Wide Web gaining in usage and popularity, AuctionWeb saw steady growth. Net revenue grew from \$370,000 in 1996 to \$5.74 million in 1997.⁵ In March 1998, AuctionWeb, by then renamed eBay, boasted 500,000 registered users.⁶ By 2000, eBay's net income reached \$49.3 million.⁷ During this period, eBay acquired other e-commerce providers, including a 2000 deal for Half.com, an online platform for fixed-price (non-auction) sales of low-price goods.⁸ Then, in 2002, eBay acquired PayPal, Inc., the leading payment platform for online transactions, at an estimated price of \$1.5 billion. PayPal was already the most common e-payment method for eBay transactions, and the acquisition allowed improved integration of payment functionality into eBay's services.⁹ These acquisitions fueled continued growth for eBay. In 2004, net income reached \$778 million.¹⁰ (See Exhibit 1.)

By 2006, eBay had begun to face increased competition from alternative online trading platforms. A Deutsche Bank analysis found that eBay's gross merchandise sales increased 12% from 2005 to 2006, while eBay's transaction revenues rose 19%, indicating that eBay's fees were increasing. One seller complained: "In early 2006 [eBay] announced record earnings along with a fee increase—that angered a lot of sellers."¹¹ In response, some merchants moved to Amazon.com, while others turned to free classifieds sites such as Craigslist.¹² In December 2007, Amazon.com surpassed eBay in total monthly traffic for the first time, with Amazon's traffic having jumped 18% year-over-year compared with eBay's drop of 10%.¹³ Similarly, in December 2008, Amazon.com's traffic rose 9.8% while eBay's fell 2.5%.¹⁴

For the first time in eBay's history, growth was a challenge. One analyst estimated that in 2006, eBay's sales grew 19%, which was less than the e-commerce market growth rate of 25%, resulting in a decline in e-commerce market share from 13.1% to 12.7%. Analysts also reported a decline in purchase frequency, with eBay customers buying 4% to 5% fewer products per year.¹⁵ In the fourth quarter of 2008, eBay's net revenue decreased from the previous quarter for the first time in the company's history.¹⁶ The 2009 figures were no better: eBay's auction gross merchandise volume was estimated to have dropped 29% year-over-year, and fixed-price gross merchandise volume dropped 6%.¹⁷ User signups also slowed, with December 2008 showing a 14% year-over-year increase in active users, compared with a 28% increase in December 2007.¹⁸

While marketplace operations slowed, eBay turned to PayPal as its primary growth driver. Analysts supported this approach, citing "the competitive environment and structural challenges faced by the Auctions business." However, analysts were skeptical that PayPal could drive company revenue to eBay's stated fall 2011 target of \$4 to \$5 billion.¹⁹ To reach that objective, eBay would need to reinvigorate its core Marketplaces business.

Affiliate Marketing Programs

Online *affiliate marketing* programs let websites ("merchants") pay numerous partners ("affiliates") to promote their services. First in this vein was online music seller CDnow, which in 1994 began its "BuyWeb" program (later renamed "Cosmic Credit"), paying partner websites up to a 15%

commission if the partner linked to CDnow through a specially-coded tracking link, and if a user clicked that link and subsequently made a purchase from CDnow. In 1996 Amazon added a similar program; and by 2008, over 300 of the top 500 Internet retailers used an affiliate marketing program.²⁰

Affiliate marketing programs generally compensate affiliates on either a “cost per sale” or a “cost per lead” basis. In a cost per sale arrangement, affiliates are paid only when a user actually makes a purchase from the corresponding merchant within a specified time after visiting the affiliate’s site and clicking on a promotional link. Alternatively, in cost per lead programs, affiliates are paid for qualified users who register on a merchant website within a specified time after visiting the affiliate’s site and clicking on a promotional link. By focusing on performance-based pricing models, affiliate marketing stands in sharp contrast to other online marketing channels. For example, when buying search ads from Google, advertisers have to pay every time a user clicks an ad—even if those users ultimately decline to make a purchase from the corresponding advertisers. When buying display advertisements (“banner ads”), advertisers typically pay for their ads to be *shown*—even if users neither click on the ads nor purchase products.

Because merchants pay affiliates only when a user makes a purchase, merchants generally view affiliate marketing as a low-risk channel. Most merchants accept any affiliate that seeks to participate in their affiliate programs, and merchants accept affiliates without extensive verification of affiliate identities or practices. After all, the merchant pays the affiliate only if the affiliate refers a user who makes a purchase. In that case the merchant gains revenue from the user’s purchase, so the merchant is happy to pay a commission for the referral. Here, too, affiliate marketing differs from other advertising. For example, an advertiser buying display ads knows it will pay each time an ad is shown, so display advertisers typically seek to have their ads shown only on sites where they think ads will perform well.

Many merchants provide an assortment of links, images, and tools to give affiliates significant flexibility in how they integrate advertising into their sites. Affiliates often place a merchant’s affiliate links deep within their content, rather than as banner ads, which were easily ignored for their distinctive shape and standard positioning on the edges of a website.

Affiliate Networks

Most merchants contract with *affiliate networks* to operate their affiliate programs. Affiliate marketing requires numerous specialized information systems: Web forms to receive affiliates’ applications, tracking systems to associate particular sales with particular affiliates, and reporting systems to tell each affiliate how much it earned in commission. By joining an affiliate network, a merchant avoids having to design these systems on its own.

Affiliate networks also offer further efficiency benefits arising out of their position between affiliates and merchants. By joining a single affiliate network, an affiliate could easily apply to any of hundreds of merchants. Reporting tools enable an affiliate to easily compare its earnings across multiple merchants in a network. Furthermore, most networks offer consolidated payments—so a network sends each affiliate one check a month, combining that affiliate’s earnings from all affiliated merchants.

Affiliate networks integrate their tracking systems with merchants’ sites so that networks are notified when a user clicks through an affiliate’s link and goes on to make a purchase from a participating merchant. Often, merchants place a *tracking pixel* on their checkout page—telling the affiliate network the amount of the purchase, so that the commission could be calculated accordingly.

Other merchants send their networks daily data transfers, reporting all recent sales attributed to affiliates' efforts.

As of 2009, the three largest U.S. affiliate networks were Commission Junction ("CJ"), LinkShare, and Google Affiliate Network (previously Performics, acquired by Google as part of Google's 2008 acquisition of DoubleClick). **Exhibit 2** presents the market shares of these networks, and **Exhibit 3** lists selected advertisers from each.

Networks typically charge merchants setup fees, monthly fees, and transaction fees. For example, as of June, 2009, Commission Junction (CJ) charged a \$3,000 sign-up fee as well as a 30% surcharge on all commissions the merchant paid to its affiliates. CJ charged merchants additional fees to email affiliates (\$0.03 to \$0.015 per email), to distribute data feeds that give affiliates a listing of each merchant's products, and to customize merchants' listings and links on the CJ site.²¹

Affiliate networks offer a set of rules intended to ensure fair play by both merchants and affiliates. Affiliates are typically concerned that merchants might underreport sales—accepting affiliates' referrals but failing to pay commission on subsequent transactions. Affiliates look to networks to require that merchants hold true to their end of the bargain. Conversely, merchants look to networks to identify affiliates engaging in untoward behavior such as the practices discussed in portions of *Affiliate Profiles* (below). Networks publish policies detailing their requirements, though their legal agreements typically disclaim any promise to enforce these rules. (See **Exhibit 4** for Commission Junction's Publisher Service Agreement and **Exhibit 5** for its Code of Conduct.)

The eBay Affiliate Program

In 2001, eBay began to operate an affiliate marketing program.²² Interested affiliates filled out a web form to indicate their interest in joining eBay's affiliate program. Substantially all applications were accepted.

The eBay affiliate program relied in large part on the Commission Junction affiliate network. Affiliates applied to eBay's program via a CJ application form, which was linked from eBay's site and was also included within the merchant listings that CJ presented to existing CJ affiliates. CJ provided its standard tracking systems, while eBay added its own web pages describing its recommendations and rules, as well as providing a discussion board where interested affiliates could communicate with each other. Tracking data primarily resided on CJ's servers, although eBay staff could log in to CJ servers and review standard reports summarizing affiliates' traffic.

eBay paid commission on two separate classes of events. First, eBay paid commission for each new "active confirmed registered user" (ACRU) that an affiliate sent to eBay. If a user clicked an affiliate's link to eBay, and within 30 days registered as an eBay user and placed a bid, eBay would pay the affiliate a commission. As of January 1, 2007, these commissions followed the scale shown in **Exhibit 6**, ranging from \$25 to \$35 depending on the number of new users the affiliate sent to eBay each month.

Second, eBay paid commission on transactions. If a user clicked an affiliate's link to eBay, and placed a winning bid or completed a Buy It Now purchase within seven days, the affiliate received a portion of eBay's revenue on the transaction. As of January 1, 2007, the affiliate's commission followed the scale shown in **Exhibit 6**, ranging from 50% to 75% of eBay's revenue, depending on the amount of traffic the affiliate sent to eBay each month.

eBay paid each affiliate monthly, with a three- to five-week delay to review transactions and prepare payments or electronic funds transfer instructions. Consistent with standard CJ practice, an affiliate received payment only after its balance reached \$50.

CJ and eBay split responsibility for managing eBay's affiliate program. For example, as new affiliates applied to join the program, eBay staff reviewed and approved those applications. But when an affiliate was accused of improper conduct, CJ's Network Quality department reviewed available records and determined a response.

Creation of the eBay Partner Network (ePN)

In March 2008, eBay announced plans to close its affiliate program on Commission Junction and begin operating the program using its own technology. eBay's announcement described the benefits of this approach:²³

[T]he eBay Partner Network will be eBay's new in-house affiliate network, designed to more fully align the programs across eBay's global properties and give affiliates expanded access to revenue opportunities across its platforms. ...

The new in-house program will allow eBay to more closely align the program with the needs of its publishers and the eBay Community, and will eventually engage all of eBay's assets to create one of the most robust affiliate networks in existence.

Matt Ackley, vice president of Internet marketing at eBay, explained:

Affiliate partners are central to eBay's ongoing strategy of improving the user experience and increasing engagement. The new eBay Partner Network will allow us to have a direct relationship with our affiliates, innovate faster and deliver new products and tools in a more timely and efficient manner, providing new revenue opportunities for our affiliates and creating a more streamlined user experience for our buyers and sellers.

To continue promoting eBay, affiliates had to open accounts with eBay Partner Network. After completing an application form, each affiliate received an ID number and specially-coded links. Affiliates replaced their existing CJ links to eBay with new eBay Partner Network links. For affiliates with large sites or customized integration, these replacements could be time-consuming, although many affiliates had content management systems, centralized redirect scripts, or other facilities that made such changes easier.

Affiliate Profiles

With more than 100,000 affiliates as of March 2008, eBay's affiliate network was among the web's largest affiliate programs. This section presents the activities of selected eBay affiliates.

TennisRackets.us

TennisRackets.us was a simple website with, as of June, 2009, just three pages: A main page described tennis rackets in a few hundred words of text, an "About Us" page presented the site's privacy policy, and an "Auctions" page linked to current tennis racket listings on eBay. (See **Exhibit 7** for a screenshot from the Tennis Rackets website.)

Thekneeslider.com

Thekneeslider was a motorcycle blog targeting motorcycle aficionados. Founded in 2004 by Paul Crowe, Thekneeslider reported on events such as the American Motorcycle Association's "Vintage Motorcycle Day" and BMW's model R1200RT front brake recall. The blog also provided commentary on current events, such as the impact of the 2008 economic recession on the production of new motorcycle models, and the commentary was updated often. As of June, 2009, eBay listings were featured throughout the blog, including approximately 40% of the site's front page. (See **Exhibit 8** for a screenshot of the kneeslider.)

Freeipods.com

Freeipods.com was a multi-level marketing service that provided users with free iPods or other merchandise if users completed offers from the site's partners. To get the reward, a user had to do two things: First, the user had to sign up with one of Freeipod's offers—for example, signing up with eBay and placing a bid, joining the Columbia House DVD club, or opening a new line of service with AOL for Broadband. Second, the user had to refer five friends who also completed the offers.

Some users invited others to sign up via postings on message boards and mailing lists. Some discussion boards offered so-called "conga" signups: A discussion thread listed all signups, with each user's referral link. An interested user would join Freeipods through the link posted by the last user on the thread. Then the user would add himself to the bottom of the thread, so that the next visitor would sign up through his link.

Multiple users confirmed that when they and their friends completed the Freeipods program requirements, they did indeed receive the promised merchandise.²⁴

As of July 2009, the Freeipods service was still in operation, although eBay was no longer listed among the site's partner merchants.

eBates

eBates was a discount shopping site offering links to more than 1,000 online merchants. If a user signed up with eBates and clicked through to a merchant's site, eBates paid the user a rebate on the purchase. Some merchants offered rebates of 15% or more. As of June, 2009, eBates offered a 2% rebate on most eBay transactions, excluding motor vehicles, real estate, business, and industrial products.

Some users installed eBates' "Moe Money Maker" software which tracked users' browsing and interceded if a user visited a merchant without first passing through the eBates.com site. In that case, the software briefly took over the user's browser and directed the user first to the correct page at eBates.com, and then automatically and immediately back to the merchant the user had requested. In that way, the user received an eBates rebate even when the user forgot to begin shopping at the eBates site.

Digital Point Solutions

Digital Point Solutions (DPS) was an online software provider offering tools for website designers. For example, DPS offered tools to see whether and where top search engines listed a given site (in what positions for a given set of keywords). DPS also offered a "Co-Op Advertising Network": Any website that placed the co-op's ads onto its site received free ad displays on other sites in the network.²⁵

On August 25, 2008, eBay filed a complaint in federal court in San Francisco, alleging that DPS had defrauded eBay through eBay's affiliate program. eBay explained:²⁶

eBay is informed and believes and, on that basis, alleges that DPS ... accomplished [its] cookie stuffing through software programs and/or code that, unbeknownst to the user, redirected the user's computer to the eBay website without the user actually clicking on an eBay advertisement link, or even becoming aware that they had left the page they were previously viewing. As a result, the eBay site would ... drop an eBay cookie on the user's computer even though the user never clicked on an eBay advertisement or even realized that their computer had ever visited the eBay site. DPS ... stuffed a large number of Internet users, with the expectation and intention that some subset of those users would later come to eBay and take a Revenue Action [such as registering or placing a bid].

eBay did not specify the precise amount of fraud it claimed DPS had perpetrated.

Next Steps

As Hartman considered his new role, he recognized that there was work to be done. He had a wide mandate from top executives at eBay to take steps both to improve the ability of the affiliate program to generate revenue for eBay, and to ensure that problems like the Digital Point incident did not recur.

Moving eBay's affiliate program from Commission Junction to the in-house eBay Partner Network offered a natural context for adjustments. Yet the move to ePN was already changing so much—including requiring every affiliate to reapply, to update all links. Perhaps there was something to be said for preserving as much as possible in a nod toward continuity. As he pondered the alternatives, Hartman asked himself: "What do we keep, and what do we change?"

Exhibit 1 Revenue and Income at eBay—1996 to 2008

Year	Net Revenue (\$ millions)	Net Income (\$ millions)
1996	0.37	0.15
1997	5.74	0.87
1998	47.35	2.40
1999	224.72	11.95
2000	431.42	49.29
2001	748.82	90.45
2002	1,214.10	249.89
2003	2,165.10	447.18
2004	3,271.31	778.22
2005	4,552.40	1,082.04
2006	5,969.74	1,125.64
2007	7,672.33	348.25
2008	8,541.26	1,779.47

Source: eBay Inc. SEC Form 10K, 2004 and 2008.

Exhibit 2 Affiliate Network Market Shares for 2009 Top 500 Internet Retailers

Affiliate Network	2009 Market Share
Commission Junction	62%
Google Affiliate Network	
LinkShare	

Source: Commission Junction, "Commission Junction Once Again Gains Market Share Among the Internet Retailer Top 500 Who Use Third-Party Affiliate Marketing Providers," press release, June 15, 2009, http://www.cj.com/news/press_releases/press_090615.html, accessed July 29, 2009.

Exhibit 3 Selected Affiliate MerchantsCommission Junction

1-800 Contacts
Hotels.com
Sears
Snapfish
Sony
StubHub
Zappos

Google Affiliate Network

Bank of America
Barnes & Noble
Blue Nile
Eddie Bauer
OfficeMax
Target
Verizon

LinkShare

1-800-Flowers
AT&T
GNC
Macy's
NetFlix
Sephora
Toshiba

Source: Compiled from Commission Junction, "Featured Advertisers," http://www.cj.com/featured_advertisers.html; Google Affiliate Network, "Our Clients," <http://www.google.com/ads/affiliatenetwork/advertiser/>; and LinkShare, "Our Clients," <http://www.linkshare.com/clients/>.

Exhibit 4 Publisher Service Agreement—Commission Junction

This Publisher Service Agreement ("Agreement") is made between Commission Junction, Inc. and You. As an application service provider, CJ facilitates "Performance Marketing Programs" by providing services via the Internet. A "Performance Marketing Program" ("Program") is where a person, entity, affiliate or its agent, operating "Web site(s)" (internet domain, or a portion of a domain) and/or other promotional methods to drive traffic to another's Web site or Web site content ("Publisher") may earn financial compensation ("Payouts") for "Transactions" (actions by Visitors as defined by the Advertiser) referred by such Publisher via an action made by a "Visitor" (any person or entity that is not the Publisher or the Publisher's agent) through an Internet connection ("Link") to a Web site or Web site content operated by another person or entity ("Advertiser") from an Advertiser authorized promotional method used by such Publisher. The Advertiser compensates the Publisher, in accordance with this Agreement and the Program Payout specifications.

1. Participation in Programs

(a) Acceptance by Advertiser. During this Agreement You may apply to Advertiser Programs for the opportunity to earn Payouts by promoting Advertisers in accordance with the Advertiser's Program terms and complying with this Agreement. Upon approval by the Advertiser for acceptance into its Program, You may display (and remove) Links to Advertiser's Web site or Web site content in accordance with the Advertiser's Program terms and this Agreement.

(b) Program Terms. The details of an Advertiser's Program shall be available through the Network Service. Transactions qualifying for a Payout are defined by the Advertiser. Advertisers may change any Payout rate upon no less than 7 days written notice through the Network Service with effect from the 8th day (or such later date as specified by Advertiser).

(c) Additional Terms. Publishers and Advertisers may enter into direct contractual relationships through the apply to join process in the form of a click-through agreement hosted by CJ ("Click-through Agreement") or in the form of an offer made to You by Advertiser via the members' area on the Network Service ("Offer"). It is Your obligation to review and accept or decline a Click-through Agreement or Offer when such is presented to You. If accepted by You, compliance with the Click-through Agreement or Offer is solely Your responsibility.

(d) Prohibited Uses of Links

(i) Locations. You may not place Links to an Advertiser's Web site or Web site content in third party newsgroups, message boards, blogs, unsolicited email and other types of spam, link farms, counters, chatrooms, or guestbooks. Publishers using IRC channels, instant messages or similar Internet resources must designate their program as special requiring manual review and acceptance by the Advertiser.

(ii) Non-Bona Fide Transactions. You must promote Advertisers such that You do not mislead the Visitor, and such that the Links deliver bona fide Transactions by the Visitor to Advertiser from the Link. You shall not cause any Transactions to be made that are not in good faith, including, but not limited to, using any device, program, robot, Iframes, or hidden frames.

(iii) Infringement. None of Your promotional activities may infringe an Advertiser's proprietary rights (including but not limited to trademark rights), CJ's proprietary rights, or a third party's proprietary rights.

Source: Excerpted from "Commission Junction Publisher Service Agreement," <http://www.cj.com/psa.html>.

Exhibit 5 Code of Conduct—Commission Junction**Code of Conduct—For Publishers**

- Interference with referrals. No Web site publisher or software download technology provider may interfere with or seek to improperly influence the referral of an end-user to the Web site of an online advertiser unless the end-user knowingly and explicitly consents to that behavior by taking an affirmative action.
- Non End-User Initiated Events. Publishers may not use methods to generate non end-user initiated impressions, clicks, or transactions. All click events must be initiated by an affirmative end-user action.
- Incenting Users. Publishers that offer any form of reward or incentive for an end-user to do business through that publisher must fully declare the nature of their promotional methods.
- Transparency / Disclosure. Publishers must disclose business models and/or promotional methods utilized to drive traffic to participating advertisers.

Code of Conduct—For Merchants

- Down Tracking. Advertisers who utilize real-time (pixel) tracking must maintain the affiliate tracking code located on their Web site so that all tracking data is properly recorded. If, for any reason, the tracking code is removed or is not functioning properly, the advertiser must immediately contact the service provider, cooperate in remedying the problem, and be prepared to provide data or allow the network provider to provide data to enable publishers to be compensated for lost tracking.
- Lead Flipping or Resale. Advertisers may not redirect publisher-driven traffic to a third-party prior to a transaction taking place without compensating the publisher for such referral. Advertisers must fully disclose to publishers if they sell leads to third-parties.
 - Illegitimate Reversals. Advertisers must fully disclose the conditions upon which transactions may be reversed.
- Publisher Recruitment. Advertisers running multiple affiliate programs must disclose this to publishers and avoid using network services to recruit publishers to alternative programs, including in-house programs.

Source: Excerpted from Commission Junction, "Code of Conduct," http://www.cj.com/code_of_conduct.html.

Exhibit 6 eBay Affiliate Network Commission Structure (eBay U.S.), as of April 2008

Number of ACRUs	Compensation	Transaction Volume	Commission (% of eBay rev.)
0–49	\$25	\$0.00–\$99.99	50%
50–1,999	\$28	\$100.00–\$4,999.99	55%
2,000–29,999	\$31	\$5,000.00–\$199,999.99	60%
30,000+	\$35	\$200,000.00–\$699,999.99	65%
		\$700,000.00–\$2,999,999.99	70%
		\$3,000,000.00+	75%

Source: Beal, Vangie, "Clicking with eBay's New Affiliate Program," *E-Commerce Guide*, April 16, 2008, <http://www.ecommerce-guide.com/solutions/affiliate/article.php/3741176>, accessed July 29, 2009.

Note: Commissions are percentages of eBay's revenue on a transaction (excluding PayPal revenues).

Exhibit 7 TennisRackets.us

Tennis Rackets

Tennis Rackets > [Tennis Racket Auctions](#)

Ads by Google

Buy Tennis Racquets
Buy Tennis Racquets At Great Prices At Midwest Sports Tennis Outlet.
MidwestSports.com

Tennis Racquets
Wide variety of Tennis Racquets Check our special deals
www.tennisboom.com

Tennis Racquet Reviews
Read the Reviews, Compare Prices, and Buy the Best Tennis Racquets
ConsumerSearch.com

Tennis Elbow Cure
End The Pain And The Swelling Dr. Recommended & 100% Guaranteed
www.AidMyTennisElbow.com

Wholesale Tennis Racquets
Save 45% Wholesale Tennis Racquets, Fast Shipping, Paypal, Buy!
www.TradeTang.com/Tennis-Ra

Tennis rackets, or *racquets*, are lightweight implements consisting of netting stretched in an oval frame. They are used to strike a ball in the sport of tennis. From the late nineteenth century through the 1960s, tennis rackets were made with wood frames and catgut strings, but during the 1970s, aluminum frames achieved widespread popularity. More recently, composite frames with synthetic strings have come to predominate. The [International Tennis Federation](#) set the standards for tennis racket sizes in 1982 and revised them to allow larger heads in 1997 as lighter frame materials became more common.

Tennis Racket Categories

Tennis rackets generally fall into three categories: power oriented rackets, tweener rackets, and player's rackets. Power rackets are lightweight (usually under 10 ounces), have large heads and are longer (27 inches to 29 inches) to improve the beginner's chances at hitting, and they have a head-heavy balance point. The momentum created by a heavy head allows the ball to be hit with more power, and the lighter racket may be swung faster with less effort from the player. However, on impact with the ball, the sharp decline of the racket head's speed causes the remaining [momentum](#) created in the swing to transfer to the player's wrist, arm, and shoulder. This physical stress is likely a major factor contributing to tennis elbow.

Tweener rackets are intermediate rackets that are nearly evenly balanced, have mid-range lengths (27.5 inches or 28 inches), and weigh around 10 or 11 ounces. The head size is smaller than a power-oriented racket, attracting intermediate players who are more accurate hitters and desire better control.

Source: Tennisrackets.us, accessed July 2009.

Exhibit 8 Thekneeslider.com

The Kneeslider — Motorcycle News for Positive People - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://thekneeslider.com/

HOME CONTACT MOTORCYCLES FOR SALE MOTORCYCLE PARTS ATVS FOR SALE ATV PARTS COLLECTIBLES BOOKS RSS

THE KNEESLIDER

Motorcycle Streamliners at Vintage Days

by PAUL CROWE - "THE KNEESLIDER" on 7/27/2009
in MOTORCYCLE BUILDERS, MOTORCYCLE DESIGN



Craig Vetter's last Vetter fairing - with outriggers extended

Craig Vetter, who most of you know as the designer of the Vetter fairings and who also held a number of fuel economy contests in the 1980s, was at Vintage Days with a lineup of

Right Now on eBay - 1933 Morgan Super Sports

Right Now on eBay - The Kneeslider's spotlight selections

Bikes listed in this category are personally selected by "The Kneeslider" for some special characteristics that make them stand out from the crowd. They may be rare, carefully restored, nicely modified or just good looking examples of a particular model, but, always worth a look.

Ducati : Monster VERY RARE M900 Rare "ROAD RACING" edition IMPORTED FROM ITALY

US \$7,500.00 (33 Bids)
End Date: Wednesday Jul-29-2009 19:29:02 PDT
[Bid now](#) | [Add to watch list](#)

Triumph : Triumph Hurricane TRIUMPH X75 Triumph X75 Hurricane triple

US \$16,100.00 (23 Bids)
End Date: Thursday Jul-30-2009 21:54:06 PDT
[Bid now](#) | [Add to watch list](#)

Honda : CB CB750 CB750 1976 MINT RESTORED

US \$1,625.00 (13 Bids)
End Date: Friday Jul-31-2009 22:00:00 PDT
[Bid now](#) | [Add to watch list](#)

Source: Thekneeslider.com, accessed July 2009.

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