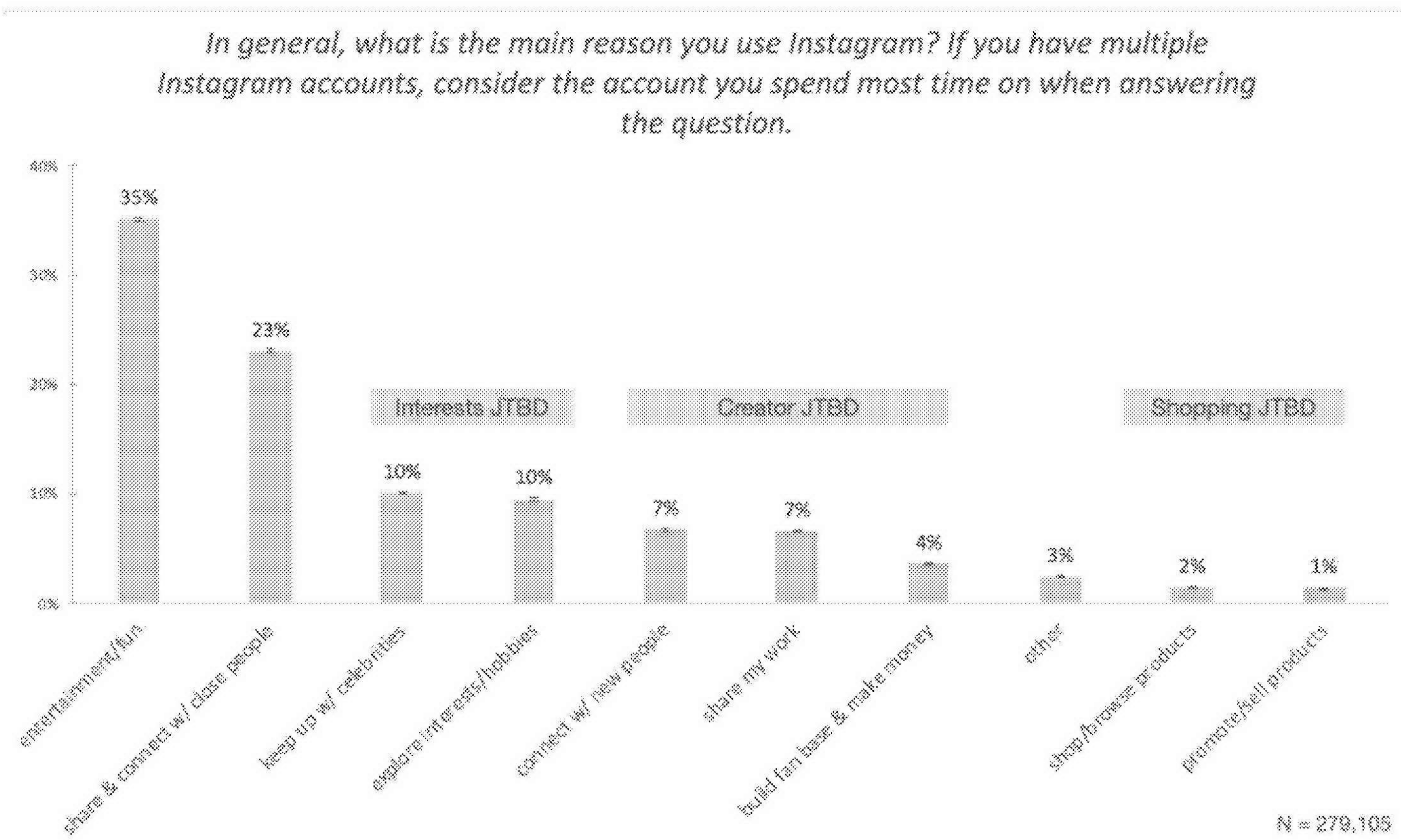
Message

From: Max Eulenstein [/O=THEFACEBOOK/OU=EXTERNAL (FYDIBOHF25SPDLT)/CN=RECIPIENTS/CN=[redacted]
Sent: 3/15/2021 3:49:56 PM
To: Miki Rothschild [[redacted]@fb.com]
Subject: Fw: Max/Adam Monthly 1:1 Follow-up
Attachments: image.png

From: Max Eulenstein <[redacted]@fb.com>
Sent: Thursday, January 28, 2021 3:42 PM
To: Adam Mosseri <[redacted]@fb.com>
Subject: Re: Max/Adam Monthly 1:1 Follow-up

On research, I'm referring to the research on self-reported reasons for using Instagram in response to the question: "*What is the main reason you use Instagram?*". The relevant slide is below and the full deck is here.

This holds up across all markets, although entertainment and close connections are closer together in the U.S. We plan to deeper into this with our Ecosystems team through H1, e.g. we may learn that close connection is the #2 reason overall, but it's extremely important for some subset of people, etc.



From: Adam Mosseri <[redacted]@fb.com>
Sent: Thursday, January 28, 2021 3:35 PM
To: Max Eulenstein <[redacted]@fb.com>
Subject: Re: Max/Adam Monthly 1:1 Follow-up

Thanks for taking the time, I really do appreciate it. All this resonates. The trickiest bit I think is going to be is how and if to play in the messaging space, which we need to think a lot more about. Also, what research are you citing when you talk about #1 and #2 jobs?

On Jan 26, 2021, at 10:19 PM, Max Eulenstein <[redacted]@fb.com> wrote:

Hey,

You asked me for general thoughts today. I reflected on it a bit more and here are five things worth considering. No response necessary, but wanted to give you a better answer.

Max

Category	**What?**	**Why?**	Confidence
Goals	Change IG's top-line goals from FCI to US (or US + Global)	The U.S. is our most important, and weakest, market. We should focus more energy on improving our position. This also directly aligns our goaling with FB app and MSGR.	High
Strategy	Invest more in creator monetization, including a bet in subscription models	Creators are the key to winning the entertainment job; monetization is the key to winning creators. Substack, OnlyFans, Patreon, Twtr-Revue acquisition suggest subscriptions might be a key part of the creator monetization portfolio.	Medium
Strategy	Invest in a group messaging bet for teen connection (e.g. re-focusing threads on core IG)	Connecting with friends is our #2 job. Messaging is the future of friend connection. IG has a unique wedge with content sharing and teens hanging out that could be served via medium-sized groups.	Medium
Strategy	To promote well-being, align our metric goals with people's goals	Metrics like "well-being sessions" could align our goals with our customers' goals. No one wakes up thinking they want to maximize the number of times they open Instagram that day. But that's exactly what our product teams are trying to do.	High
Org.	Reduce the number of virtual teams by re-orging whenever a virtual team is likely to sustain for over ~9 months	Virtual teams are inefficient, requiring us to re-create process/relationships, which slows us down. They also support people less well and lead to increased burn-out, particularly for high-performers, which slows us down over time in hard-to-notice ways.	High

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From: Adam Mosseri
Sent: Tuesday, September 22, 2020 1:38 PM
To: Adam Mosseri <[redacted]@fb.com>; Max Eulenstein <[redacted]@fb.com>
Subject: Max/Adam Monthly 1:1
When: Tuesday, January 26, 2021 1:30 PM-2:00 PM.
Where: Direct Call on Workchat/Portal