

Message

**From:** Guy Rosen [/O=THEFACEBOOK/OU=EXTERNAL  
(FYDIBOHF25SPDLT)/CN=RECIPIENTS/CN= ]  
**Sent:** 11/11/2016 8:35:30 AM  
**To:** Ethan [ ] [ ]@fb.com]  
**CC:** Guillermo Spiller [ ]@fb.com]  
**Subject:** Re: FYI: Teen Growth!!

Thanks for sharing this, it was a good read.

We've been exploring some similar directions for India, which has similarities in terms of the content production and inventory challenges. Let's compare notes when we meet on Monday.

On Nov 10, 2016, at 11:14 AM, Ethan [ ] <[ ]@fb.com> wrote:

Hey, I wanted to share this outstanding new data analysis with you guys ASAP. Lots of potential growth product work streams here, for US teens. Highlights:

<https://www.facebook.com/notes/jason-wei/the-us-teen-ecosystem/10154722019931248>

- Short term, we should test boosting lifestage and distance between users for PYMK ranking. We should also test boosting content producing users, the idea being that connecting with someone who produces content has downstream benefits on inventory and on your own likeliness to produce content.
- Medium term, we should build and upsell a flow that allows you to find people near you.
- Long term, we should consider re-visiting the invite flow. In my mind the holy grail is allowing you to add nearby Facebook users *as well as invite new users* not already on the platform. This will be challenging (potentially impossible) since the other user doesn't already have Facebook installed. Curious if we can use Bluetooth or NFC or some other piece of technology to build a seamless invite experience though (and not one that's buried and has four 25% drop-offs).

Looking forward to our discussion.

-- Ethan

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**From:** Guy Rosen <[ ]@fb.com>  
**Date:** Tuesday, November 8, 2016 at 3:20 PM  
**To:** Ethan [ ] <[ ]@fb.com>  
**Cc:** Terri [ ] <[ ]@fb.com>, Guillermo Spiller <[ ]@fb.com>  
**Subject:** Re: FYI: Teen Growth!!

Hey Ethan - you free to meet up early next week? It would be good to talk about this in a little more detail. +Terri to set up (with +Gui as well)

On Nov 7, 2016, at 11:09 AM, Ethan [ ] <[ ]@fb.com> wrote:

Guy,

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I am just about to send out a general email to several PM leads to ask for help on our H1 company-wide strategic focus on teens. I'm sending you this individual email to set a little more context on how I imagine us working with Growth.

**Context:**

Mark has decided that the top priority for the company in H1 2017 is teens. Teens roughly break down into US (in bad shape, esp. iOS) EU (OK, but under threat from Snapchat) and RoW (doing great). We are prioritizing both US-focused efforts to rebuild the FB and IG teen graphs, and RoW efforts to help teens manage and segment their graphs into peers (other teens) and non-peers (parents, relatives).

**How we may partner with Growth:**

1. Global PYMK: We believe that we can generate a bunch of new value by emphasizing teen:teen connections in PYMK. We are in active discussions with David [REDACTED] about how to run H2 experiments to get some baselines. This is an area that can significantly change the content that teens see in feed, and their perception of the "friendliness" of their overall FB experience.
2. RoW Graph segmentation: We'd like to figure out a way for teens newly joining FB to indicate whether a person who they are friending is or is not a peer (aka another teen). We believe that helping teens to manage their graph from their first days on FB will pay significant benefits downstream. This obviously introduces friction into the process of onboarding and we'd like to work with you to figure out how best to do this.
3. Global Graph cleanup. For teens currently on FB, we'd like to use algorithmic or UEX mechanisms to help them better manage who they share to and interact with. This is WIP with Friend Sharing but from a graph perspective your involvement would be helpful.
4. USA Classical growth tactics: We have emerging data science insights that Facebook usage in the US is doing great at "Android High Schools" and terribly everywhere else: <https://www.facebook.com/notes/johannes-ferstad/high-schools-interfaces-and-products/358016481209950> We believe that there's an opportunity to do classical FB growth on a high-school-by-high-school basis, figuring out second-order graph effects like public-private high school crossovers, athletic leagues, geographic proximity, etc. Instagram is less far along with their own geographic analysis, but we believe that IG is showing similar geographic effects, and there may be very useful partnership opportunities between teens, FB growth, and IG growth.

We've had conversations with Guillermo, David [REDACTED], and Jonathan [REDACTED], and we're setting up a discussion with Bangaly at IG in the next few days.

**How the H1 2017 Strategic Focus will work:**

1. Participating teams will take a specific goal for teens. Our overall company goal is total teen time spent, which is  $MAP * MAP/DAP * TS/DAP$ .
2. The Teens Team has a pool of headcount to allocate to partner teams who take on goals. We'd love to give some of this HC to you ☺
3. Our ask to partner teams are:
  - a. Immediately staff (January) teens projects, and use Teens headcount as backfill for lower priority projects.
  - b. Staff H1 projects at least at 1.5X teens headcount. E.g. in return for 8 headcount, staff 12 people during H1.

- c. Plan for at least the actual Teens heads (8, in this example) to be working on teens goals for H2 of 2017 as well.
4. We'd like to figure out by mid-December H1-H2 reviews who we'll be working with, so the upcoming 3-4 weeks will be pretty busy!
5. Worth noting: We're heavily investing in improving our ability to model actual age of teens, which we expect to ship as an operational deltoid/dashboard facet in H1. None of this is live yet, but it's reasonable to make product plans and set H1 goals against the assumption that this will be very robust at some point during Q1.

**Next Steps:**

Let's figure out the best way(s) to coordinate and plan. In the meantime we're actively planning H2 PYMK experiments with David.

Thanks,  
Ethan