Instagram Creation H1 2020 [v IG Leads Shipped]

Final version will be here → Instagram Creation H1 2020 [v will be Final]

Note: Family Stories is supported by the Creation Pillar but has its own planning doc (Stories Architecture 1-Pager) and is therefore not covered here.

Tennessee v. Meta
Case No. 23-1364-IV
PX-10244

TL;DR

Our mission is to help you grow closer to people you care about by sharing who you really are.

What does winning look like?

- teens choose Stories to share their **real life moments** with **real friends, everyday**
- teens choose IG's Camera to **express themselves in the moment**
- teens choose Sundial to **have fun showing new sides of their personality** in an **entertaining way**

What's happening today?

- **Broadcast Sharing PR has plateaued** if you exclude feed-post sticker
- mix of content is **shifting away from real life moments** to reshares, Camera Capture Story PR is down -7% y/y
- we're facing **increased competition on two sides:**
  - **Snapchat** is growing in our core job (biographical daily sharing with close friends)
  - **TikTok** is winning a new job we aren't being hired for (social entertainment with unconnected audience)

What will it take to win?

- incremental gains won't cut it, we **need angle changers to overcome organic forecasts:**
  - to reach 25% Broadcast Sharing PR in 3 years, we'd need 5% Story Sharing PR product contribution per half
  - to grow Camera Capture Story PR, we need to turn around the 7% decline and sustain momentum
- but we also know that we **need to see impact in H1,** so **we need a balanced portfolio** of:
  - short-term projects that **yield results in H1** *and* have **high-potential to grow over time**
  - long-term bets that could be **angle-changers**
- we'll take the same Broadcast Sharing PR goal in H1 as we did this half but we'll plan on a larger goal in H2

What's our strategy?

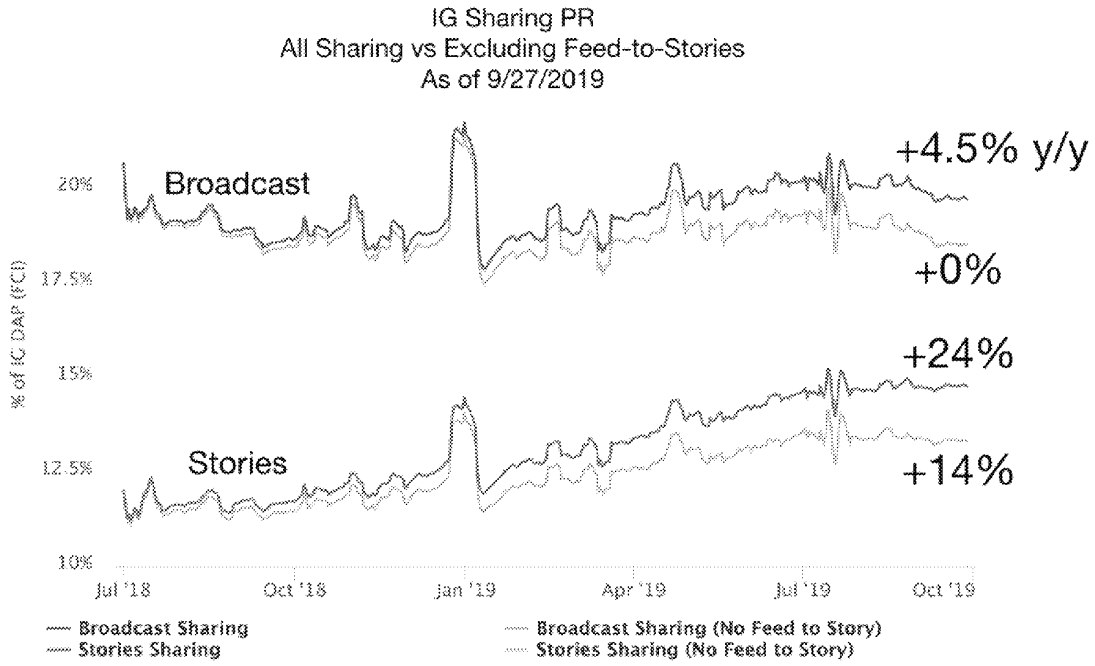
- **get teens to share their real lives more often so they feel closer to friends** (core job) [Stories, Camera]
  - focus on **casual producer teens** (those who share less than half the days of the month)
  - focus on **real life moments** (visual, original, and in the moment from IG Camera or gallery)
  - get them to share by giving them:
    - **reasons to share** (i.e., why should I share?)
    - **tools to create** things worth sharing (i.e., what should I share?)
    - **control over the audience** they share with (i.e., who should I share with?)
- **help teens have fun performing without fear of judgement** (new job) [Sundial]
  - establish the **system foundation**, including permanence, public feedback, unconnected sharing, and a great consumption experience
  - drive **inspiration and incentives** for Creators and teens, including an opinionated editorial strategy
  - continue to add **differentiated creative tools** to make creation simple, fun, and Instagram-my

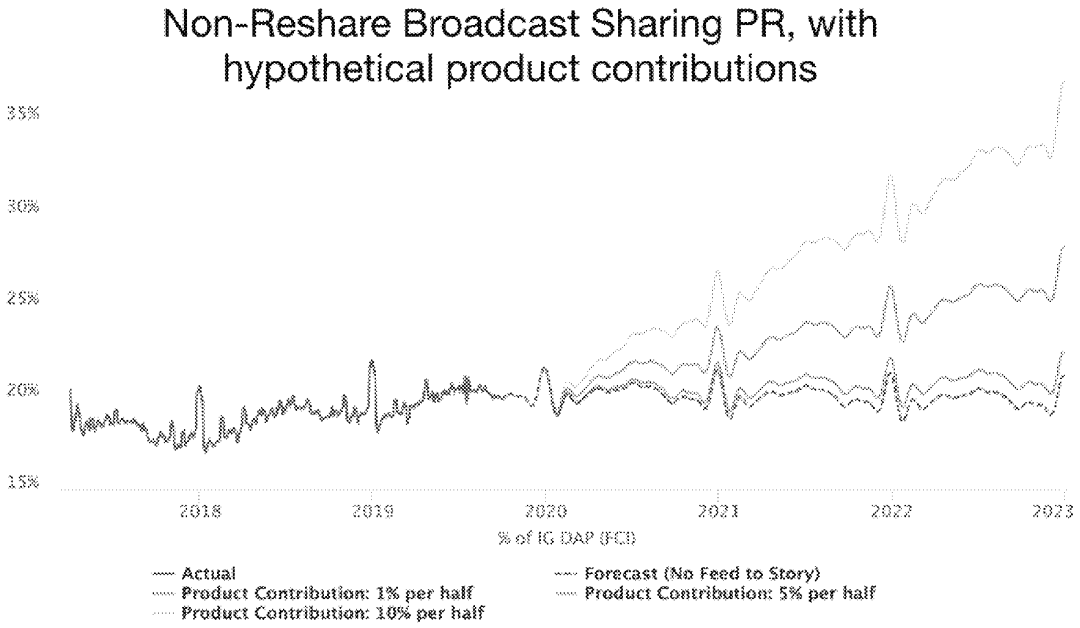
How will we deliver on our strategy in H1?

- **Stories will grow FCI Story Sharing PR 2% (and FCI Broadcast Sharing PR 1.5%)** by giving teens a reason to share more real-life moments, helping them share the things they care about with a relevant audience, and addressing acute usability problems.
- **Camera will grow FCI Captured Camera Story Sharing PR 2%** by improving photo quality and camera stability, shipping Camera formats that create new use cases, creating first-party effects that address core sharing jobs, scaling the AR platform in a safe way, and better merchandizing our products.
- **Sundial will launch globally** after learning from Brazil and evolving the system foundation, driving the flywheel with inspiration and incentives, and continuing to differentiate.

A note on Trends and Goals

Without Feed Post Sticker, broadcast sharing has plateaued *We need big wins (>5%/half) to change the trajectory*





We aim to:

- **Goal on all FCI Broadcast Sharing PR**
- But to also **track and report on non-reshared FCI Broadcast Sharing PR.** Initially we'll exclude known reshares (e.g. Feed-Post-Sticker). We are working towards better tracking things such as reshares uploaded from Library.

Why not goal on non-reshared Broadcast Sharing PR this coming half?

- **Product principles will ensure we don't build reshare products**
- **We need to operationalize the metric**: non-reshared broadcast PR (for known reshares) will be available in early January.
- **We need to improve our understanding of what a reshare is**: before we can identify reshares uploaded through other methods we might get a false sense of direction e.g. if we mitigate Feed-Post-Sticker usage we expect to see some of this content flowing back into the system via reshares uploaded from Library. This is an area the FB Family Ecosystem team is working on as well.
- **Reshares still have value**: while we don't want to focus on driving reshares, we still believe that these reshares have some value to people.

A note on resources

- ~33 of our 75 Engineers are on non-negotiable priorities and not primarily driving sharing metrics:
  - 10 funded by Spark for AR Platform, 9 on Family Stories, 7 on Sundial (from our Stories and Camera teams), 4 funded by Messenger to drive Direct Sends, 3 maintaining existing products that we have divested from such as Profile
- this leaves most of our important products - including those that drive sharing metrics - with extremely low funding:
  - there are ~16 Engineers working on all of Stories sharing, in addition to the 4 on Direct Sends
    - several of the 16 support required system work (e.g., EU directive) or performance/infra
    - which leaves ~10 working on net new Stories sharing bets
  - we support the most successful Camera for the Family of Apps with only 8 Infra Engineers
    - our performance is worse than the FB Camera but we have no resources to work on it
    - remaining ~10 Camera Engineers support photo quality, new formats and 1st party effects
  - Sundial is being developed solely from headcount pulled from within Creation

Updated note on resources (WIP)

	A	B	C	D
1				
2	Family Stories	9		
3	Maintenance for deprecated teams	3		Feed, Profile
4	Inbound on broadcast sharing	4		e.g., EU Directive, Dating
5	AR Platform	10		We hope that this can drive incremental sharing overtime but want to be upfront about the fact that these heads are funded by Spark and will predominantly focus on integrity in H1.
6	Total	26		
7				
8				
9	Sundial	7	big	
10	Stories Sharing	13	medium	
11	Camera Sharing	13	medium	
12	Direct Sends	4	medium	Funded by Messenger to drive direct sends. Will do so in H1 by growing broadcast sharing.
13	Sharing ML	5	medium	
14	Camera Infra	8	small	Defunded work on performance (despite poor performance) to focus limited resources on photo quality and stability as well as required infra work like IGL migrations.

15	Total	50		
16				
17	Total	76		

Key Questions and Discussion Topics

Are we aligned on the focus changes we're making in 2020:

Shifting from power producers to casual producers - **aligned but not at expense of power producers, new use cases that lift both, not inserting education**

Shifting from reshares and synthetic content to real life moments (original, visual, and in the moment from IG Camera or gallery) - **aligned; Adam: would prioritize gallery over camera (make sure the post cap work comes through clearly), slightly less worried about synthetic than reshares; ordering of original**

Sundial: We're excited to make meaningful progress on Sundial. It's currently understaffed and funded by Stories and Camera. Is there updated headcount guidance on Sundial? **one of two top priorities for incremental heads**

Prioritization: We know we can't drop any of our priorities, but what's most important to you in 2020? **How do we protect our proactive work? (what do we need from IG Leads to protect that line)**

Family Stories milestones - **top pri from company POV**

Sundial global launch

FCI Broadcast Sharing

FCI Camera Story Sharing

FCI Direct Sends

Short term vs long term: If we want to truly succeed in helping teens share their moments **everyday**, we need to grow Broadcast PR substantially and change the trajectory of the product in the long-term. We also know you want to see impact this half. Short term projects might not always overlap with longer term angle changers. If you had to pick one, which would it be? **sweet spot of new uses cases with interactivity/feedback loops**

Angle Changers:

We understand that increases in complexity are only justified if there's significant upside. We believe some projects will require us to question some of our existing assumptions. We want to ensure there's appetite for doing so and agreement that we'll carve out some resources to work on this.

We need mechanisms for getting faster signal on potential upside. In order to best evaluate the tradeoffs in upside vs complexity, what should the decision making criteria and process be for tests? - **be more specific about constraints, will be case by case**

Other Notes:

excited about tentpole 1st party effects

generic prompts felt growthy but challenges could be interesting

Looking Back

WHAT DID WE TRY TO ACHIEVE LAST HALF?

Stories focused on inspiring more people to share everyday, even when nothing interesting is happening.

- **Interactivity focused on helping people find, grow, and deepen relationships** by launching Create Mode to help people express themselves and by creating new ways to publicly display friendship
- **Audience focused on helping people feel safe when sharing** by simplifying and scaling the Share Sheet and making blacklisting more flexible

Camera focused on building the best camera for sharing life's big and small moments.

- **Camera Infra focused on improving Camera functionality** by improving performance, understanding where we're falling short on media quality, and continuing large-scale infra migration
- **AR Platform focused on launching and scaling the third-party AR ecosystem** to provide people with novel, diverse and hyper-relevant effects in a safe and stable way
- **Viewmaster focused on redesigning the camera** by better merchandizing AR Effects

- **Camera Experiences focused on driving camera capture story sharing** by helping people elevate mundane moments with fun new formats (e.g., Layout) and by giving people ~3 fresh 1st-party AR effects per week

Sundial focused on helping teens have fun showing off their personality in a creative way by testing an MVP in Brazil.

ARE WE ON TRACK AND WHY OR WHY NOT?

In terms of organic growth, we're doing better than expected (driven by Feed Post Sticker and us under-predicting growth in Brazil) and expect to hit our top-line FCI Broadcast Sharing PR and FCI Story Sharing PR goals.

On product contribution goals:

- **We expect to miss FCI Broadcast Sharing PR and FCI Story Sharing PR** due to multiple reasons: Viewmaster required larger number of resources and time than anticipated, Create Mode yielded lower than expected impact, and part of the team was diverted to help with Threads.
- **Based on very early signs, we may beat FCI Captured Story Producer PR** since AR Platform is now potentially contributing +2% (2x goal). Much of our Camera formats team focused on Sundial which delayed other bets.
- **We exceeded Platform Effect PR** but we still have a lot of work to do on Integrity.
- **We'll miss FCI Camera Capture PR** but we knowingly signed up for a new metric that we weren't sure how or if we could move based on our non-negotiable priorities. We only had 1 Engineer dedicated to driving Camera Capture PR in the short run.

	A	B	C	D	E	F	G	H
1		**Product Contribution**				**Metric Value**		
2	**Metric**	**Product Contribution Goal**	**Product Contribution Current**	**Product Contribution End of H1 Expected**		**Start**	**Current Value**	**Current y/y**
3	FCI Broadcast Sharing PR	1.5%	0%	0.64%		20.09%	19.75%	4.41%
4	FCI Story Sharing PR	3%	0%	1.28%		14.51%	14.88%	23.67%
5	FCI Feed Sharing PR	Divested				8.66%	7.82%	-20.59%
6	FCI Captured Story Producer PR	+1%	0%	0.9%		6.28%	5.67%	-7.16%
7	*EARLY signs from AR Platform suggests a potential +2% lift in FCI Captured Story Producer PR*							
8	FCI Camera Capture PR	3%	0.3% (not ss)	0.5%		11.36%	11.12%	4.59%
9	Platform Effect PR	NA	NA	NA		0%	2.92%	NA

Milestones:

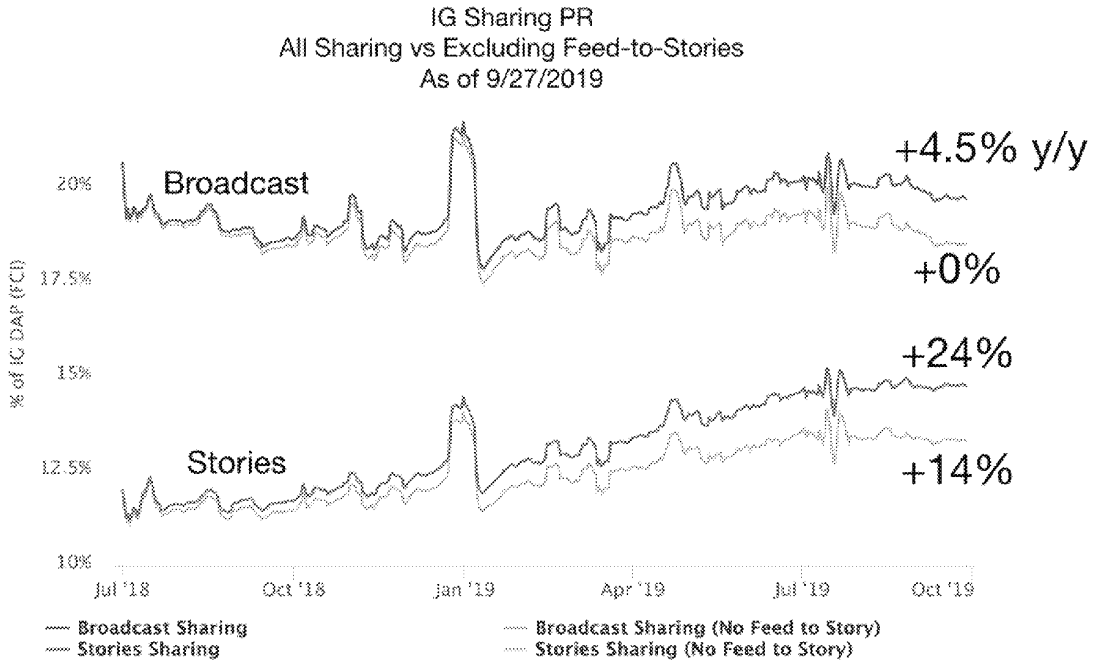
- [on track] Sundial MVP Test
- [shipped] Viewmaster
- [complete] Phase 1 of IGL Migration
- [complete] Phase 1 of Filter Unification

For further details on projects shipped and their impact see (Interactivity and Audience) for Stories and (Camera Experiences and Camera Foundation) for Camera. Or prose form here.

WHAT DID WE LEARN?

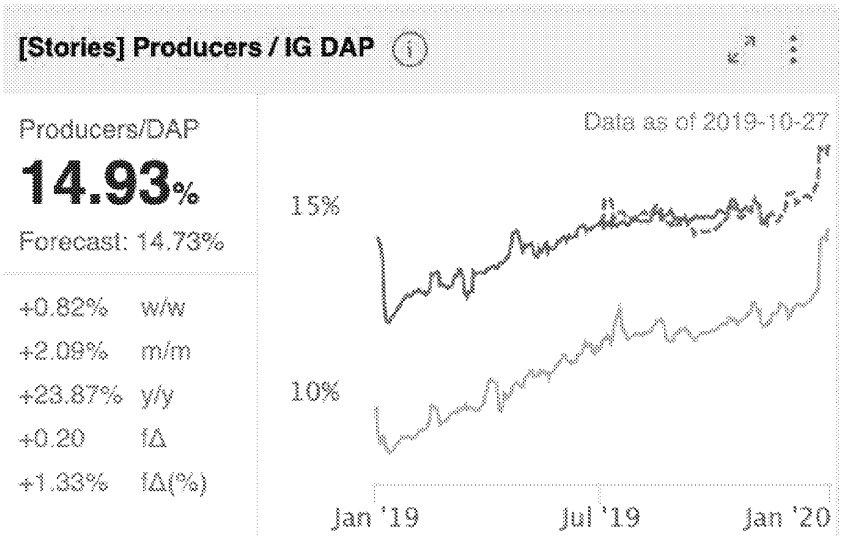
Section 1: What's happening?

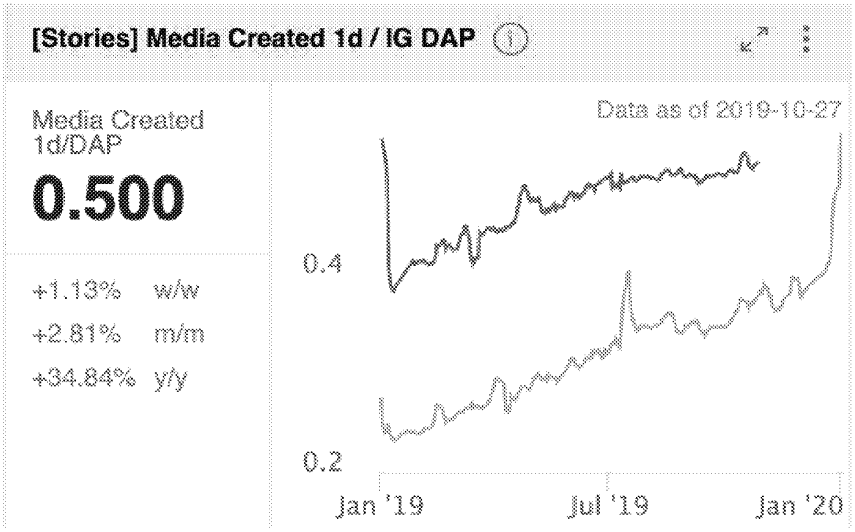
Broadcast Sharing PR has basically plateaued. Without Feed Post Sticker, it would go from +4.5% y/y to flat this year and flat/slightly declining going forward.

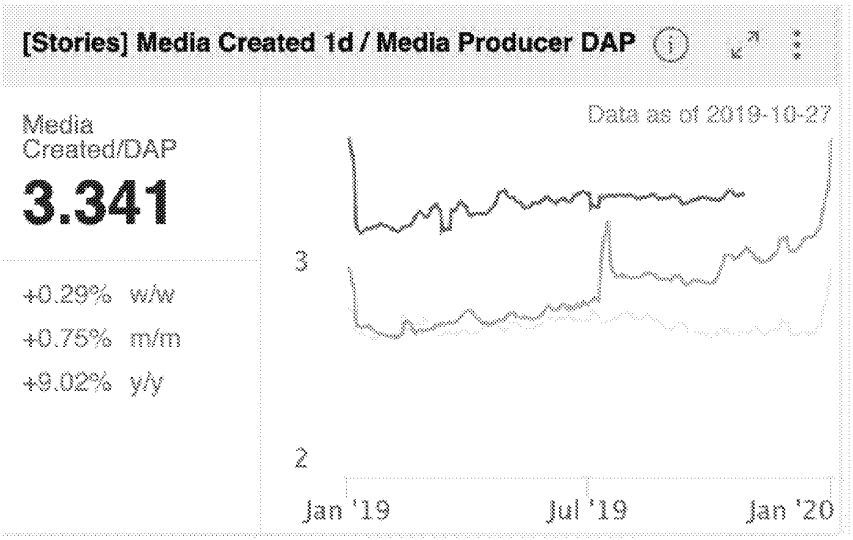


Feed Sharing PR will continue to decline and is expected to hit 5% by 2021. Stories heavy countries will decline beyond 5% Feed sharing PR. More in-depth analysis found here.

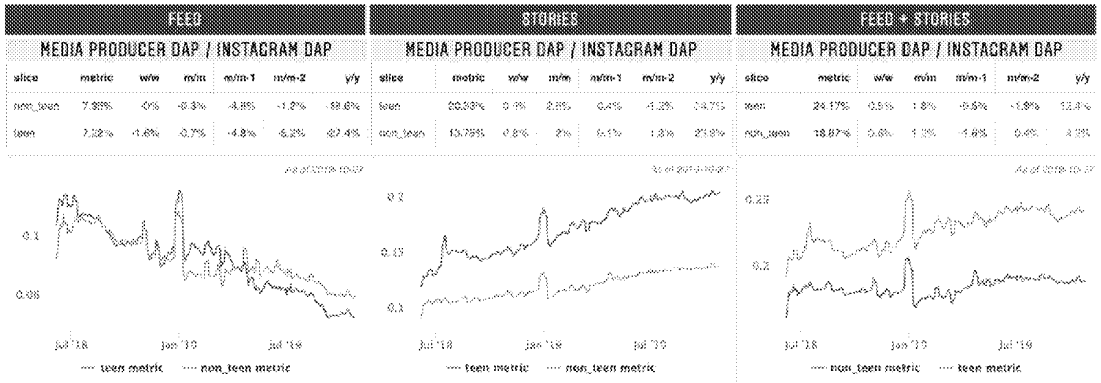
Story Producer PR continues to increase but rate of growth is slowing (+24% y/y with ~1/2 driven by Feed Post Sticker). Media per producer is also still growing (+9% y/y), resulting in media created per IG DAP increasing at +35% y/y.







Teens are still growing faster than adults for Stories sharing, but falling faster than adults for Feed sharing. *Note: Validity of the Teen model is questionable.*



The US continues to be the strongest FCI western market (both in terms of current level and growth). By the end of H1 we expect the US to be at the same Story Producer PR as Japan. See here for H1 2020 predictions by country.

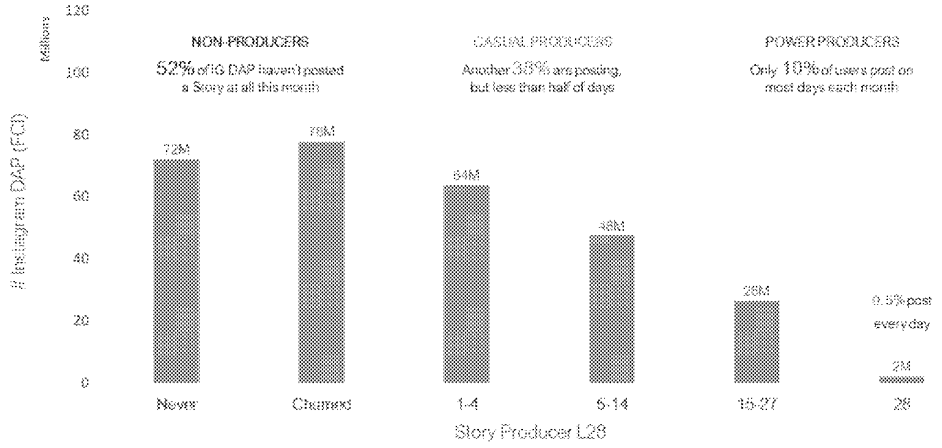
FEED						
MEDIA PRODUCER DAP / INSTAGRAM DAP						
+ slice	metric	w/w	m/m	m/m-1	m/m-2	y/y
US	8.87%	-0.8%	-0.8%	-5.8%	-2.2%	-15%
KR	9.38%	0.6%	0.1%	-2.3%	-4.8%	-16.2%
JP	6.28%	0.1%	-0.1%	-1.7%	-5.0%	-16.5%
GB	7.89%	3.4%	3.5%	-15.8%	2.8%	-22.5%
FR	5.31%	11.1%	8.6%	-10.8%	-5.1%	-36.1%
DE	4.57%	2.8%	0.8%	-8.4%	-5.8%	-21.1%
CA	7.30%	-5.2%	-1.2%	-6.8%	-2%	-18.3%
BR	7.74%	-0.8%	-1.7%	-1%	-0.4%	-18.6%
AU	7.88%	2.6%	-5.2%	1.5%	4.3%	-35.4%

STORIES						
MEDIA PRODUCER DAP / INSTAGRAM DAP						
+ slice	metric	w/w	m/m	m/m-1	m/m-2	y/y
US	15.46%	0.1%	1.2%	-0.2%	1.4%	30.3%
KR	9.39%	1.4%	1.8%	5.2%	3.5%	60.9%
JP	16.82%	0.4%	0.4%	2.4%	-2.7%	12.8%
GB	12.52%	3.2%	5.7%	-5.2%	1.8%	21.1%
FR	10.81%	7.8%	6.5%	-5.4%	-2.4%	26%
DE	10.69%	-1.3%	1.3%	-6.3%	-3.5%	16.2%
CA	11.07%	0.0%	1.6%	-1.6%	0.7%	26.0%
BR	21.64%	0.8%	1.8%	2.3%	2.5%	17%
AU	12.51%	0.2%	2.8%	0.7%	0.1%	28.5%

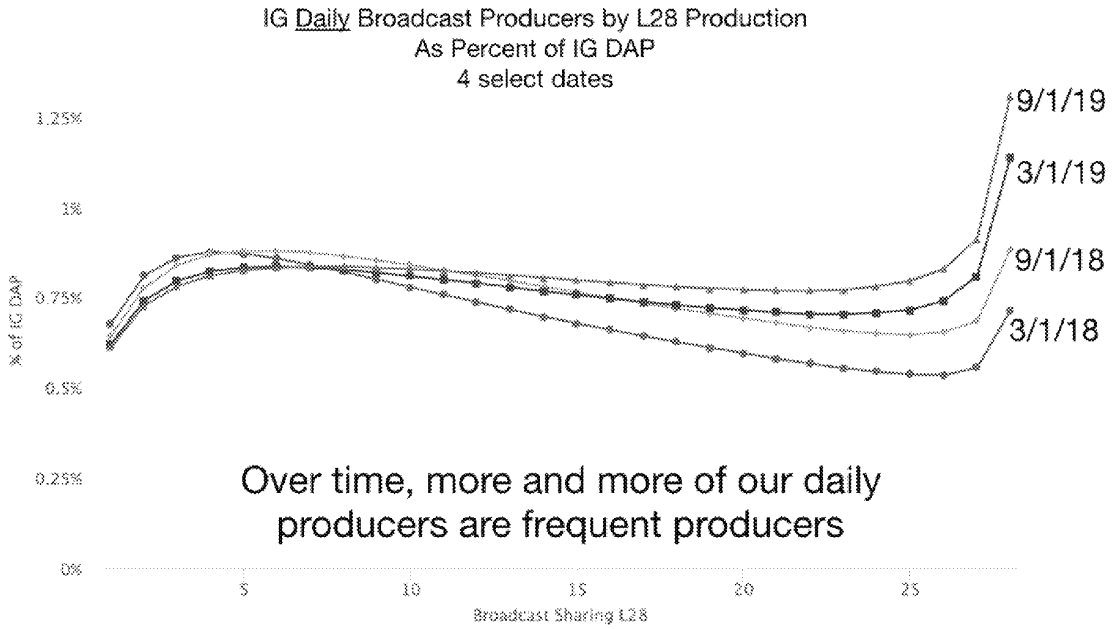
FEED + STORIES						
MEDIA PRODUCER DAP / INSTAGRAM DAP						
+ slice	metric	w/w	m/m	m/m-1	m/m-2	y/y
US	18.65%	-0.0%	0.6%	-1.9%	0.7%	5.6%
KR	15.96%	1.2%	3%	1.1%	-0.9%	15.7%
JP	18.82%	1.1%	0.1%	1.7%	-7%	2.8%
GB	17.72%	3.5%	4.7%	-5.3%	1.5%	-0.6%
FR	16.01%	8%	7.5%	-2.9%	-3.1%	7.6%
DE	15.88%	-2%	1.2%	-6.3%	-3.8%	4.8%
CA	18.19%	-1.4%	0.6%	-4.2%	-0.3%	5.1%
BR	26.16%	-0.2%	1.1%	1.1%	1.8%	5.2%
AU	17.85%	0.8%	-0.3%	4.1%	4.0%	0.4%

We continue to see growth in audience products, like Close Friends. Over 7% of FCI Story producers are posting to Close Friends (+4% m/m). Japan is an outlier at 20% of daily Story producers posting to CF (+3% m/m). At the time when we closed our holdout, we saw +1.7% FCI Story Producer PR (neutral on impressions).

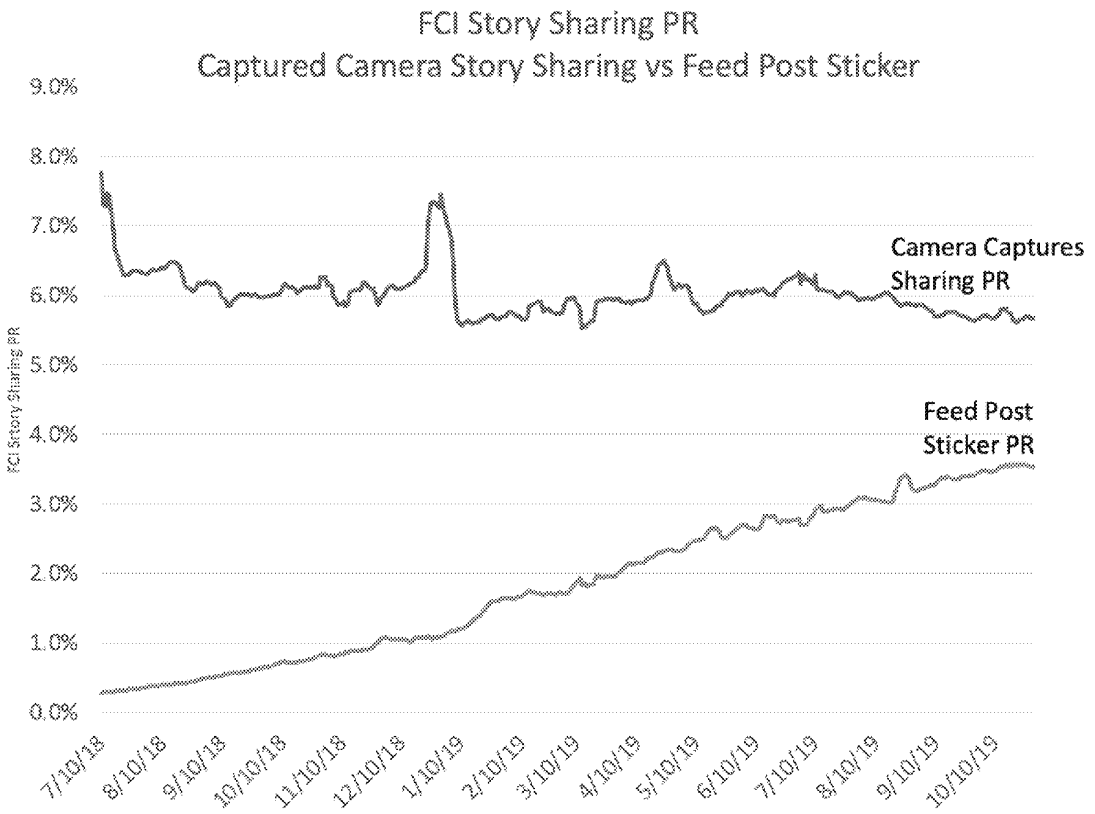
We need to focus more on casual producers. Hypothetical: If all L1-14 broadcast producers doubled their sharing PR → IG daily broadcast PR would be around 34%. Feed Post Sticker is one of few tools that activated casual Story producers and we're doing research now in LA to identify opportunities and insights.



Overtime, more and more of our daily producers are frequent producers.



Camera Capture Story sharing PR is quickly declining (-7% y/y) and will be overtaken by re-shares next year.



Snapchat is growing in our core job — biographical daily sharing with close friends. "The Snap-back continues", as Josh Constine wrote, with Snap announcing 13% y/y DAP growth (mostly from developing markets like India thanks to Android) as well as y/y growth in user activity (posting and viewing) for the first time in ~2 years.

TikTok is dominating a job we aren't being hired for — social entertainment with an unconnected audience. TikTok has been downloaded over a billion times. Our best estimates is that its growth cannibalized -0.63 min/dap from IG in 2019.

Section 2: What are we hearing from teens?

- **Pressure to look perfect is increasing for teens on Instagram.** It's at 45% for US teens and 62% for UK teens, higher than any competitors (source). People rely more heavily on cute/enhanced effects for broadcast sharing, and defer to private sharing (DMs, Close friends) for sillier/funnier effects
- **Teens believe broadcast sharing can be shallow and want productive and worthwhile ways to fill their time** (source). They feel that capturing, editing, and posting distracts from the moment and want to be present while in-person with friends (source).
- **TikTok encourages a more "active bonding experience"** because it encourages people to interact and create together, turning a boring moment into a time to bond, be active, and have fun, often in person (source).
- **Teens want to share more sides of themselves but are afraid of being judged by their followers.** They worry their content won't be relevant to all of their followers and that it will be inconsistent with the "brand" they've curated (source). Teens, especially casual producers, fear they'll be judged IRL by people who see their posts (source, source).
- **Teens are struggling with the usability of Stories.** Power and casual producers say they aren't **aware** of new features, are **unsure** of how to use features, or feel that the features we have take too much **effort** to use.
- **Low-light photo quality is one of the primary reasons the IG Camera is fired.** People hire the system camera or

other camera apps over Instagram because they offer higher media quality. Captured photos have more quality issues than videos and we're most behind in low-light scenarios (source, source).

Section 3: What are the lessons we can take away from H2?

- **We need to ensure we always have extreme clarity on decision making.** As we finalize H2 roadmaps, we'll list the decision maker for each product and align with SE Leads (and, where necessary, IG Leads).
- **We need to prioritize ruthlessly in order to have impact with limited resources.** From first party effects to Camera Infra, we saw the cost of being stretched thin and unable to focus in a concerted way.
- **If we're taking on a redesign project we need extreme clarity upfront on goals and tradeoffs - and we should plan on it taking longer than expected.** We underestimated time and effort in redesigning Profile and Camera.
- **We need to better account for system projects and performance/infra projects in roadmapping .** While these projects are important, they generally don't help us hit goals - and they can be disruptive when they arise mid-half.
- **Some teams need more investment in data foundations.** For example, the Camera team struggled with informing decisions through data because of missing or inaccurate data, holdouts being broken, and overall low data literacy.
- **It's hard to generate incremental production with small changes to high intent surfaces.** We need to create intent and drive new use cases.
- **We need to prioritize AR Platform integrity.** There are many valuable effects on our AR Platform, but we need to invest significantly in integrity and ensure a safe experience for people before we can distribute them more broadly.
- **We need to start roadmapping earlier.** Until this half, we were doing "just-in-time" roadmapping. We need to be more proactive.

Looking Forward

BRIEF REFRESH: WHAT DOES WINNING LOOK LIKE?

Mission

"Help you grow closer to people you care about by sharing who you really are."

Winning

Stories is the platform teen's choose to share their real life with real friends, everyday.
Our H1 goal is to grow FCI Broadcast Sharing PR 1.5% by giving teens a reason to share more real-life moments, helping them share the things they care about with a relevant audience, and addressing acute usability problems.

IG's Camera is the one teen's choose to express themselves in the moment.
Our H1 goal is to grow FCI Captured Camera Story Sharing PR 2% by improving photo quality and camera stability, shipping Camera formats that create new use cases, creating first-party effects that address core sharing jobs and scaling the AR platform in a safe way, and better merchandizing our products.

Sundial is the product teen's choose to have fun showing new sides of their personality in an entertaining way.
Our H1 goal is to launch globally after learning from Brazil and evolving the system foundation, driving the flywheel with inspiration and incentives, and continuing to differentiate.

Jobs

- **Stories**: When I want to connect with my friends, help me share my life – what I'm doing and what I care about – so I can feel validated and close to them everyday.
- **Camera**: When I want to connect with my friends, but I don't necessarily have something special to share, help me capture and elevate the moment with something cool, interesting, or flattering so I stay top of mind with them.
- **Sundial**: When I'm bored and looking for something to do, help me creatively show off new sides of my personality so I can confidently have fun entertaining my friends or people who share my interests.

How Will We Measure Our Progress?

	A	B	C	D	E	F	G	
1	**Metric**	**Prediction (Dec 15, 2019)**	**Organic Prediction (June 30)**	**Product Contribution Goal**	**H1 Goal (June 30)**	**Eng Investment**	**Y/Y**	**Type**
2	**FCI Broadcast Sharing PR**	**20.09%**	**21.18%**	**1.5%**	**21.5%**		**+7%**	**5**
3	FCI Story Sharing PR	15.15%	17.84%	2%	18.2%	36%	25.5%	5
4	FCI Camera Story Sharing PR	5.92%	5.7%	2%	5.81%	35%	-6.53%	5
5	FCI Direct Sends / IG DAP	7.3	8.76	1%	8.85		23.7%	5
6	FCI Platform Effect Sharing PR	TBD -- need to know headcount from Spark				17%		
7	[Sundial]	Test launching soon				12%		
8	Low-light Photos Share Rate	TBD -- metric will be in development until Q2						

Note 1: These numbers exclude India. Adding in India and removing Canada doesn't significantly change the trends.
Note 2: Direct Sends projections are rough estimates. We are awaiting official projections from the Messenger team.

Milestones:

- Launch Sundial globally
- Explore product that helps people share what they care about with relevant audience
- AR Platform Integrity: develop and start tracking goal metric
- IGL Migration (phase 2 & 3)
- Filter Unification (phase 2 & 3)

Goal Metric Details:

- **+1.5% FCI Broadcast Sharing PR & +2% FCI Story Sharing PR**
  - Why this metric? We want people to share moments everyday. We'll also aim to track non-reshared PR.
  - Why this level/target? The broadcast sharing goal is the same as for H2 2019, but some important differences for H1 2020: 1) we need time to invest in angle-changers that won't land impact in H1, 2) we don't want to grow through reshares, 3) we're shifting our focus from synthetic to real world visual moments.
- **+ 2% FCI Camera Story Sharing PR**
  - Why this metric? We're losing camera sharing and believe increasing Camera Story Sharing PR is important for the ecosystem and overall App, even if it doesn't lead to increases in Broadcast Sharing PR.
  - Why this level/target? We need to prove that we can move this metric substantially, but also develop understanding for how we can turn this trend around.
- **+1% FCI Direct Sends / IG DAP**
  - Why this metric? Good representation of IG private communication health/depth.
  - Why this level/target? Aligns with previous successful conversation starter impact (e.g. Close Friends +0.8%) and previous Direct team goals (H1 2019 goal of +3%).
- **FCI Platform Effect Sharing PR**
  - Why this metric? We're transitioning from focusing on AR try-ons to now focusing on sharing.
- **Low-light Photos Share Rate**
  - Why this metric? The infra team has limited bandwidth and this is a core priority for our users.
- **Tracking Metrics.** We'll track (but not goal on) Feed Sharing PR. We also aim to have tracking metrics to ensure that we're executing on our strategy of focusing on real life sharing with real friends (e.g. a metric for non-reshare Producer PR and metrics on consumption side impact of production).

More info around goaling and metrics here.

HOW DO WE DELIVER ON OUR H1 PLANS GIVEN WHERE WE ARE?

Get teens to share their real lives more often so they feel closer to friends

We need to help **casual producer teens** share **real life moments** with their **friends.** The problems that are preventing us from achieving this are:

- **Problem 1: Why should I share?** *Teens want to connect but need a reason to share.*
- **Problem 2: What should I share?** *Teens aren't confident that their media is worth sharing.*
- **Problem 3: Who should I share with?** *Audience models are holding back sharing.*

Problem 1: Why should I share? ***Teens want to connect but need a reason to share.***
Teens need permission (give me an excuse to share) and payoff (make it feel worth my time to share). Interactivity products nailed this by creating new use cases that drove private feedback and inspired mimicry. We want to tap into these learnings to give teens a reason to share more real-life moments.

Strategy: Give teens a reason to share real-life moments.

- **Create interactivity stickers to inspire teens to share real-life moments with their friends.**
  - **Camera prompt sticker:** Prompt friends to share real-life moments (e.g., share a picture of your pet). When they share, include the sticker context to give social permission.
  - **Challenges**: Let teens challenge friends to participate in a challenge (e.g., bottle cap challenge) and/or consider a personal challenge that unfolds over multiple days. These ideas could easily be adopted by Public Figures and would drive mimicry.
  - **Trending:** Prompt teens if a Challenge is trending within their graph or shared by a Public Figure they follow (e.g., "Joe, Jane, and 24 others have participated in the X challenge, share now to join..."). Seeing that others are sharing can give them confidence they aren't alone.

Strategy: Inspire teens to share real-life moments by better merchandizing formats and effects.

- **Improve integrity of AR Platform to protect well-being and enable broader distribution.**
  - **Effect Integrity:** Proactively and reactively remove policy-violating effects from the platform using combination of automation and human review, in partnership with Spark and Ops.
  - **Effect Recommend-ability.** Before we can better merchandize effects, we need to establish and operationalize an even higher bar for recommended effects (i.e., those that appear in Camera Tray and Effect Gallery).
  - **Measurement**: Define and operationalize metrics for prevalence of violating and non-recommendable effects.
- **Improve and personalize discovery of effects and formats.**
  - **Effect Discovery:** Product experience in tray and gallery. Optimize effect ranking in tray and gallery to drive sharing. Continue modeling improvements and feature engineering while exploring advanced ML modeling techniques (eg. MAB, RL).
  - **Format Discovery:** Viewmaster enabled scaled discovery of effects but not formats. Ensure that new formats are featured and that people can easily find their favorite formats.
- **Strengthen consumption-production flywheel.** *[Contingent on incremental Spark heads]*
  - **Effect attribution improvements:** Ship new affordances that inspire sharing while viewing Stories and evolve existing ones to improve conversion rates. Note that this would need to be a collab with NYC viewer team.
  - **Explore unit:** Ship "Effect Story" in Explore to feature popular effects.

Problem 2: What should I share? ***Teens aren't confident that their media is worth sharing.***

- **Improve photo quality and camera stability.**
  - **Photo quality:** Improve photo quality; particularly in low-light scenarios. Image quality is #2 reason people hire other cameras (source).
    - **Photo Stream:** Use the photo stream (instead of the video stream) to capture photos to drastically increase photo quality, especially in low-light.
    - **Magic Filter (Opt In):** Intelligently treat different sections of media (e.g., sharpen details, smooth less detailed areas like skin, increase contrast if it's low).
    - **Tone Map (Opt In):** Normalize colors to maximize the full color range (e.g., brighten dark media, darken bright media).
  - **Stability:** Help people trust our Camera to capture the moment. In a survey on IG Camera, trust was the most negative response after media quality (source).
    - **Crashes**: Reduce AR related crashes.

        - **Logging**: Log post-capture crashes on iOS, isolated to Camera, similar to that of Android
    - Note: We also need to improve scalability, maintainability, and development velocity.
- **Ship tent-pole first-party effects that address core sharing use cases.** Creative tools are the #1 reason people hire other cameras (source). Historically, our 1st party effects team released new effects every few days. This emphasis on release-frequency enabled us to maintain or increase Effects DAP, however, it came at the cost of innovation and big bets focused on sharing jobs. Now that the AR Platform is providing scale (relevance, diversity, novelty, and trendiness), the 1st party team can shift focus from quantity to tent-pole effects aimed at driving sharing.
    - **Appearance**: People admit to hiring Snapchat over Instagram because they offer better beautification effects (source). Help people feel cute and confident when they share selfies while upholding our wellbeing principles (never on by default, no face deformation except characters and animals, no plastic surgery). E.g., Improvements to popular "Subtle" filters, innovative lighting effects.
    - **Humor & entertainment**: Help people be funny and entertain their friends in a way that feels authentic and on-brand to Instagram. E.g., SimCap AR experiences.
    - **Interactive & collaborative:** Help people connect with friends and play when nothing interesting is happening (e.g., gaming, world FX, experiences around IG/FB memories).
    - **Culturally relevant**: Use strategic partnerships (e.g., Mariah Carey's holiday filter) and cultural moments (e.g. Olympics) to make a splash.
    - Note: We'll also work to influence Spark's roadmap for emerging tech (e.g. body tracking) in order to create innovative sharing use cases.
- **Ship Camera formats that create new use cases and help people elevate and share mundane moments.** Boomerang increased stories production +4% and today 30% of IG camera captures are Boomerangs. We think creating new Boomerang-like formats can give users more reasons to share (source).
    - **Poses/Photobooth:** Help users tell a fun story via a burst of selfie poses. [WIP] Photobooth: Product Spec
    - **Auto Format:** Help users turn a normal capture into something fun and interesting to share - without having to think too hard about it - by auto applying effect, color filter, stickers, etc. [WIP] Auto: Product Spec
    - Note: We also plan to iterate on Layout, Mirror, SimCap (all of which we hope to launch by end of year) and to experiment with new formats that leverage movement and depth.
- **Ship creative tools that help teens share what they're up to and what they care about.** Teens want to share what they're interested in in order to define their personality, differentiate themselves from their peers, and make new connections (source).
    - **Mashup:** Auto create slideshows/videos from gallery and nudge teens to share.
    - **Media Library** *(likely below the line)*: Create a repository of teen-relevant content (e.g. sports highlights, Netflix clips, snippets of music videos) to help teens share.

Problem 3: Who should I share with? ***Audience models are holding back sharing.***

- **Grow Close Friends adoption.** Lean into the momentum of Close Friends to drive further adoption, particularly given how core real friends are to our strategy.
    - **Name**: Teens find it awkward to add people to a list called "Close Friends", even if they would be comfortable sharing to those people (source). In a survey about barriers to using Close Friends, discomfort with the name was a key barrier (source).
    - **Flexibility**. People want more flexibility with their Close Friends list (source).
    - Note: We need to think through how this will relate to Group Stories.
- **Help people share with a relevant audience.** Teens don't feel like they can express all sides of themselves on Instagram (source). They want to share their interests and values with likeminded communities to start conversations, make new friends, and discover new interests (source, source). They're interested in sharing to unconnected audiences because there is less vulnerability.
    - **Interests Sticker:** Explore simple and scalable ways to help people feel more comfortable sharing their interests with subsets of their graphs.
    - **Communities**: Explore ways to help teens connect and share with meaningful communities, including unconnected audiences, to unlock more sharing and help them start conversations and find new friends.

Help teens have fun performing without fear of judgement

Vision: Sundial is the app equivalent of open mic night. Stories is more like your regular life. At open mic night, you're free to be a different person than who you are in regular life. Open mic night is a different place, with a different group of people. You can try new things. You can perform. And it doesn't matter if you're not good, because you won't be judged by your friends, family or acquaintances and the strangers who are in the audience know you're just experimenting and having fun. There are no consequences to bombing at open mic night - you can just have fun. *See more here.*

The problems that are preventing us from achieving this are:

- **Problem 4: System Foundation** *We need permanence, public feedback, unconnected sharing, and a prominent consumption surface*
- **Problem 5: Inspiration and Incentives** *Teens and Creators need inspiration and incentives to kick off the flywheel*
- **Problem 6: Differentiation** *We need to continue to add differentiated creative tools to make creation simple, fun, and Instagram-my*

Note: These are our current hypotheses. We'll refine them based on learnings from the Brazil test.

Problem 4: System Foundation ***We need permanence, public feedback, unconnected sharing, and a prominent consumption surface***

- **We need permanence by default.** Sundial is more effortful creation and we believe it's important for producers to have their videos live beyond 24h. Default permanence is crucial to unlock the flywheel.
- **We need public feedback for Sundial - not just for creators but also for viewers.** Viewers can actively engage with content, deepening their consumption experience. Producers receive feedback and validation, encouraging them to produce again. And the feedback provides signal on what is popular, which helps viewers decide which trends to take part in and helps us improve ranking.
- **We need to support an unconnected audience model.** Sundial content is different from Stories use cases today: it's more about performing than sharing life's moments. Performing comes with a high risk and fear of judgement from the people you know. We also know teens want to participate in a broader trend or community. We believe allowing Sundial videos to be shared directly to an unconnected surface is critical for us to be able to compete.
- **We need a prominent surface to build the Sundial use case and ecosystem.** It's important to have a prominent and dedicated Sundial surface to make consumption front and center - and to give people a mental "place" to share to.

Problem 5: Inspiration and Incentives ***Teens and Creators need inspiration and incentives to kick off the flywheel***

- **To provide inspiration, we want an editorial strategy that will source and showcase** "lighthouse" content to set the tone for the content we want producers to make.
- **To provide incentives,** we want product surfaces and mechanisms that we can offer to producers to **expand their reach and grow their audience**, i.e., promoting them in trends.
- **We want to enable organic trends to emerge.** We need mechanisms in place for teens and Creators to start trends.

Problem 6: Differentiation: ***We need to continue to add differentiated creative tools to make creation simple, fun, and Instagram-my***

- We feel we're pretty strong on the the tablestakes tools for video creation. We'll continue to improve the tools and **add more differentiated features** (i.e. integrating Effects and AR Platform).

Other priorities

We've also been asked to work on convo starters and take on a direct sends goal. For H1, we recommend doing so by driving Stories sharing.

- Why? Broadcast media is the primary source of conversation starters for DMs: 48% of Direct Sends are driven by content-based conversation starters (36% from a Stories Impression and 12% from a Feed reshare to Direct) (source). Interactivity projects have driven some of the largest wins in overall Direct Sends. Over a period of 18 months (ending May 2019), Direct Sends per IG DAP increased by 12%, coming from: 5.5% from product work by Direct team, 4.5% from Interactivity work by Stories team, 1.4% from ranking work by the Home team
- We'll look at direct sends impact of each launch / test and increase the weight we put on product work that focuses on driving replies and interactivity.

We're considering a re-design of the post-capture experience.

- Why? The post-capture experience is not scaling well and research suggests it may contribute to usability problems, especially for casual producers.
- We'll align on goals and acceptable tradeoffs (based on lessons from past redesigns) and validate the problems with user research. From there, we'll evaluate relative to other priorities.

We need to continue to monitor and mitigate the growth of Feed Post Sticker.

- Why? Feed Post Sticker continues to grow quickly (14% of FCI Stories media, +12% m/m). We've observed some concerning consumption metrics (e.g., 44% fewer replies per imp per source) and the potential for integrity issues
- We're running downranking tests in collaboration with Home and exploring share sheet design changes. We're conducting research to better understand the jobs it is being hired for s. We're also prioritizing reshare depth logging. More detail here: Feed Post Sticker Exec Summary

Additional Flags

CAPACITY

- None of the planned projects thus far will disproportionally impact capacity (Storage and Compute).
- The team supports various products that we have divested from that continue to be vital to the Instagram ecosystem. Example: Profile (second largest surface by time spent on Instagram after Home), Feed Sharing (responsible for all the Feed content . created on the platform). We have to allocate the equivalent of 3 Eng heads to support these products.
- Due to the large amount of surface area (and Instagram time spent) that is covered by this team, the team has struggled with balancing Feature development against ongoing maintenance. The team will be instituting Bug SLA to ensure that they continue to uphold the bart for quality and craft. This will inevitably take away from the team's capacity for product innovation.

STABILITY

- Our Post-capture and Interactivity tools have grown organically over the last year and introduce large amounts of technical debt. The team will invest in a platform for these features and refactor/rewrite components (especially pre and post-capture stack) so they are more reliable and easier to maintain. This will also pave the way for some of the Family Stories initiatives.
- Increased AR usage correlates with increased crashes. To ensure that we can effectively scale AR usage, the team will develop a metric to measure AR Crash rate, invest in tooling to diagnose memory issues and invest time in fixing crashes and memory leaks.
- The team will invest efforts in developing automated end to end tests for most common creation actions such as Opening the camera, capturing media, sharing media, etc.
- The team will spend the effort to handle modernization of our logging code to use the latest frameworks developed by FB/IG.

Privacy

- Audience relevancy projects (i.e., Interest Sticker, Communities) may require higher degree of privacy review.

INTEGRITY

- We're working to get Creation surfaces up to BASIC maturity level. We'll catch up in H2'19 and ensure that we stay caught up going forward.
- The AR Platform team will prioritize integrity and well-being (see above).
- Beyond these efforts, there will be no sustained Integrity team in Creation after H2'19.

Cross-Family Collaborations

- Drive Family Stories work, including Stories Architecture and Cross-Posting (IG > FB, FB > IG)
- Help FB inc win in AR by investing in strategic projects
    - Ship an AR experience specifically tailored to the Olympics in Japan
    - Will need tight coordination with the teams responsible for Creative Tooling (Spark AR Studio)
    - We'll need buy-in from People AI to continue developing a robust 2D (and eventually 3D) body tracker
    - [If +14 HC from Spark] We will help Spark Spots (location-based experiences) exit pilot and be available to third parties, in addition to growing AR Shopping with 3D view and container effects.
- Simplify and scale the Share Sheet to optimize for sharing
- EU Copyright Directive

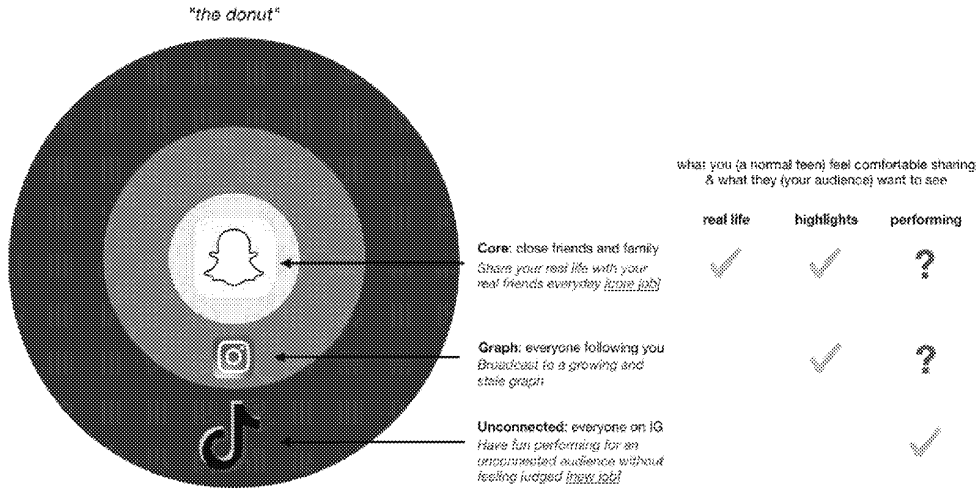
Resourcing

Team	Allocated Eng HC	Filled Eng HC	% to pacing	Allocated XFN HC	Filled XFN HC	% to paci
Camera Sharing	31	26	83.9	14.5	13.5	93.1
Stories Sharing	23	20	87	17.5	13.5	77.1
Sundial	7	7	100	7.5	7.5	100
Sharing ML	5	5	100	1	1	100
Family Stories	9	3	33.3	2.5	2.5	100
Total	**75**	**61**	**81.3**	**43**	**38**	**88.4**

Notes: Excludes Pillar Leads (1 Eng, 7 XFN, all filled) . XFN functions include PM, data, research, design, de, cs, pmm, comms, prod ops, tpm but excludes AR Art team (18 allocated, 16 filled).

Appendix

audience framework



Goals including India (but still including Canada)

	A	B	C	D	E	F	G	
1	Metric	**Prediction (Dec 15, 2019)**	**Organic Prediction (June 30)**	**Product Contribution Goal**	**H1 Goal (June 30)**	**Eng Investment**	**Y/Y**	**Type**
2	**FCI Broadcast Sharing PR**	19.7%	**20.8%**	1.5%	21.1%		8.4%	**5**
3	FCI Story Sharing PR	15.5%	17.5%	2%	17.9%	36%	24.0%	5
4	FCI Camera Story Sharing PR	TBD	TBD	2%	TBD	35%	TBD	5
5	FCI Direct Sends / IG DAP	8.94	10.61	1%	10.72		21.4%	5
6	FCI Platform Effect Sharing PR	TBD -- need to know headcount from Spark				17%		
7	[Sundial]	NA				12%		
8	Low-light Photos Share Rate	TBD -- metric will be in development until Q2						

Links

- [Creation] H1 2020 Planning - Above & Below the line divestment exercise
- Instagram Camera: H1 2020
    - A United Camera : 2020 and Beyond
    - Why is the IG Camera Hired and Fired?
    - Camera Goals
- Stories Sharing H1 2020 Planning
    - Interactivity One Pager
    - Audience One Pager
- Sundial 2020H1 Planning Thoughts

What did we learn from Feed Sharing

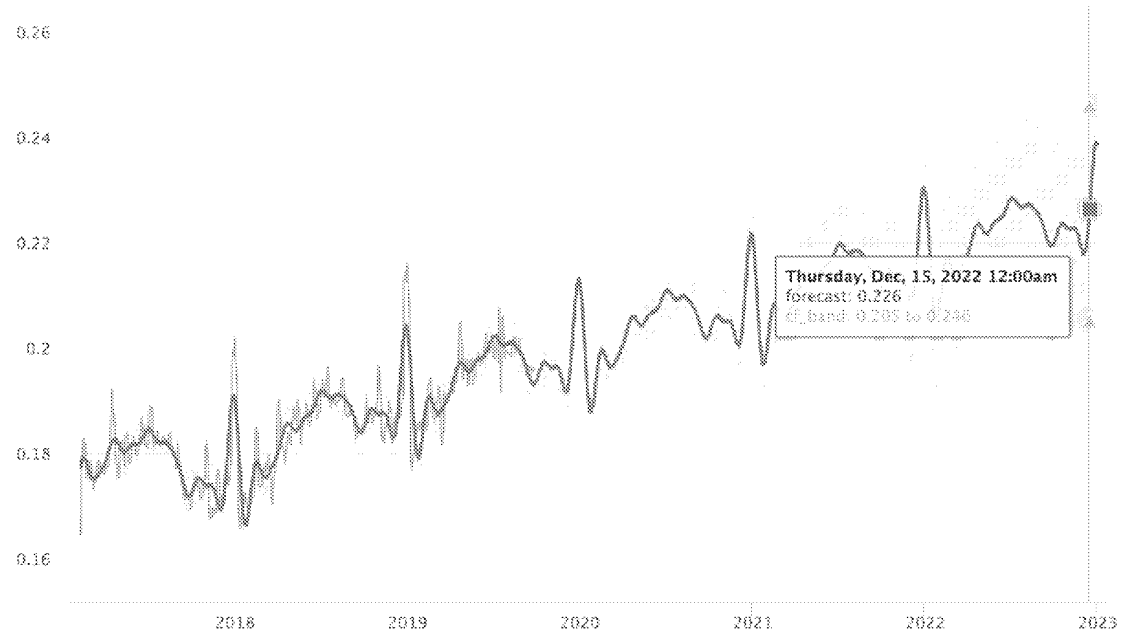
- Where is Feed Sharing heading?
    - Feed Sharing PR will be 5% by 2021 (down from 20% in 2015), and reversing this decline is unlikely
    - Feed may stabilize at 5% globally, but Stories-forward countries won't
    - Stories Highlights competes for the core job of Feed Sharing and erodes the long term outlook
    - For more, see this summary deck
- What lessons did we learn from our experience working on Feed Sharing?
    - Product
        - We only explored one hypothesis, and that hypothesis wasn't well-supported with research or data
        - Hard to drive metrics when making changes to high intent, low visibility surfaces
        - Didn't get signal on our bet fast enough
        - Gallery recommendations were not that great
    - Organizational
        - Product team and leadership weren't aligned on the scope of the project, the scale of changes needed for big bets to succeed, or the timeline to see metrics wins
        - Focused too much on redoing the feed gallery infrastructure
        - Big metric goal made the team think big (good), but demotivated the team because it felt unachievable in a single half (bad)
- What will we keep in mind for future big bets?
    - Align with Leadership on goals, constraints, and timeline as early as possible
    - Don't wait until we have a serious problem to take on a new big bet
    - Build new uses cases that can drive mimicry
    - Find ways to get signal faster - rolling research, test faster
    - Use milestone goals vs. big metric goals

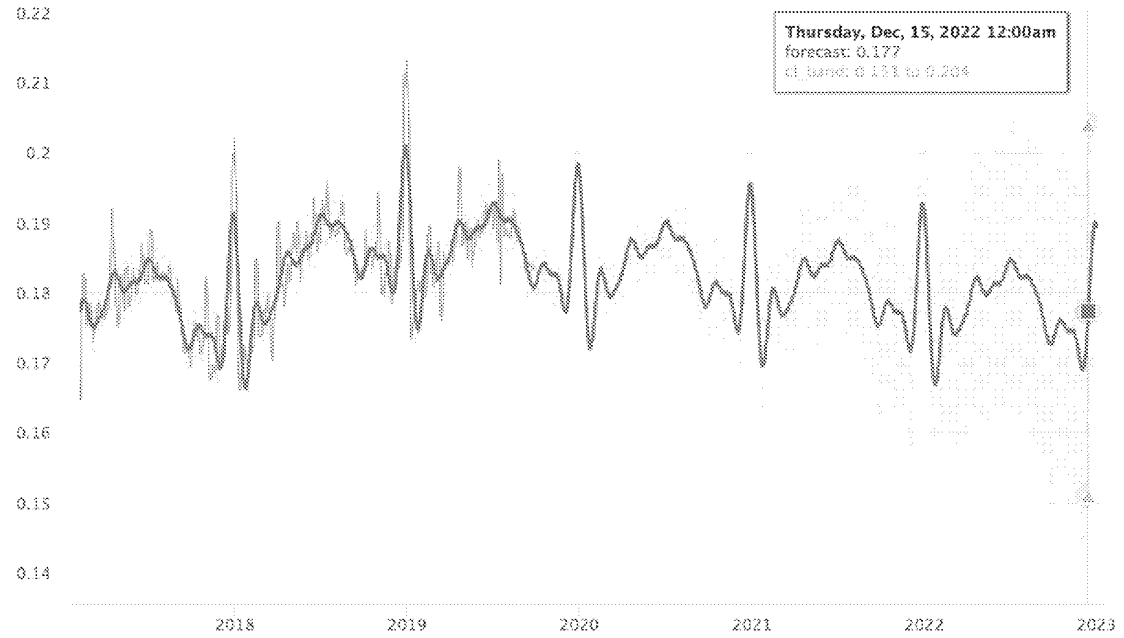
Sharing vs Goals by Country

Metrics vs goals by country

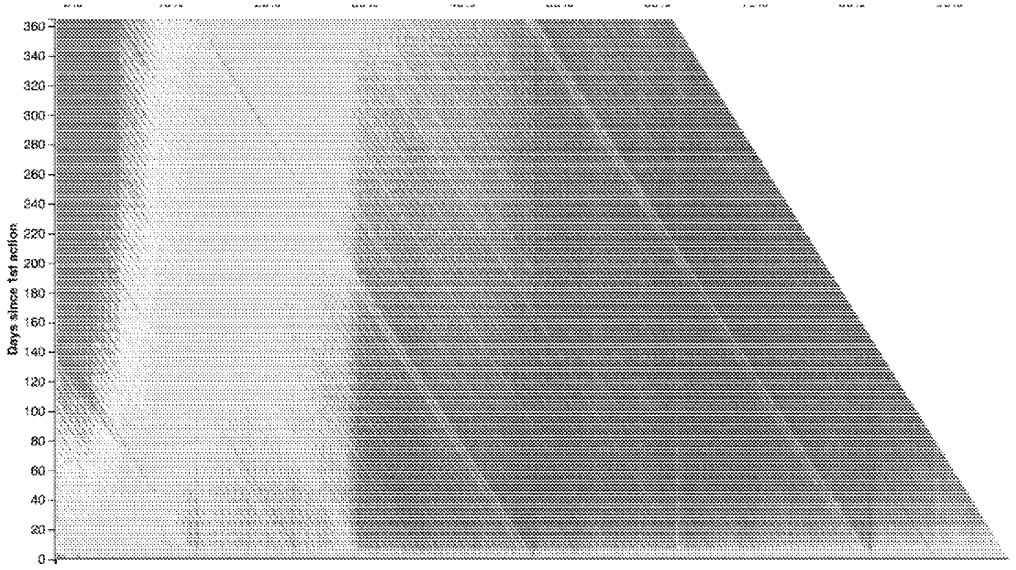
ProjectionS

Broadcast PR including Feed-to-Stories vs excluding

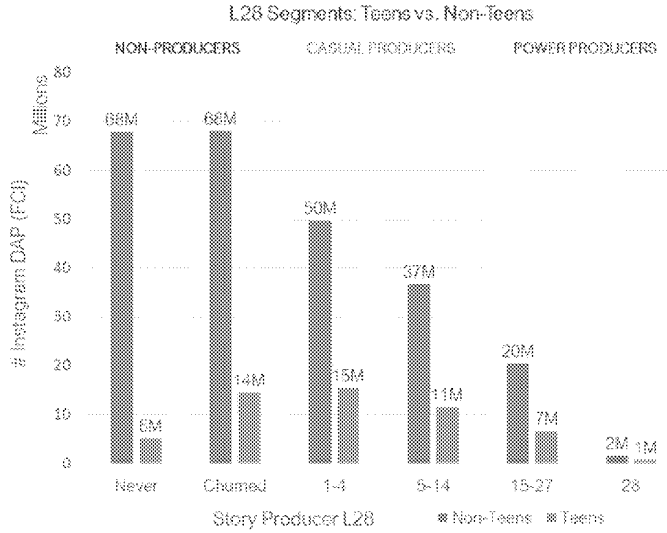




Global Story Production Retention

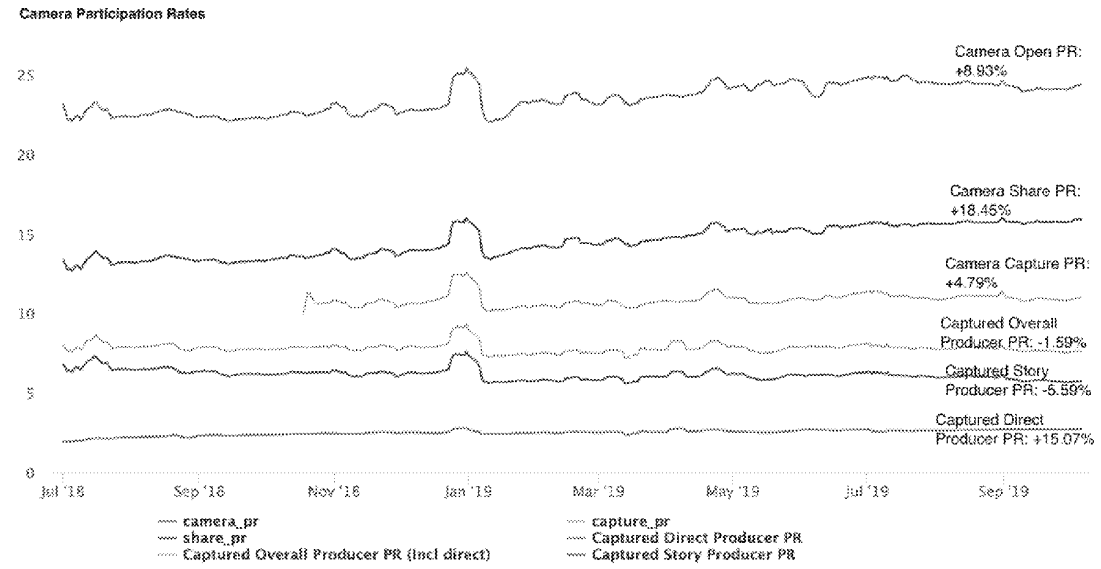


"casual" producers

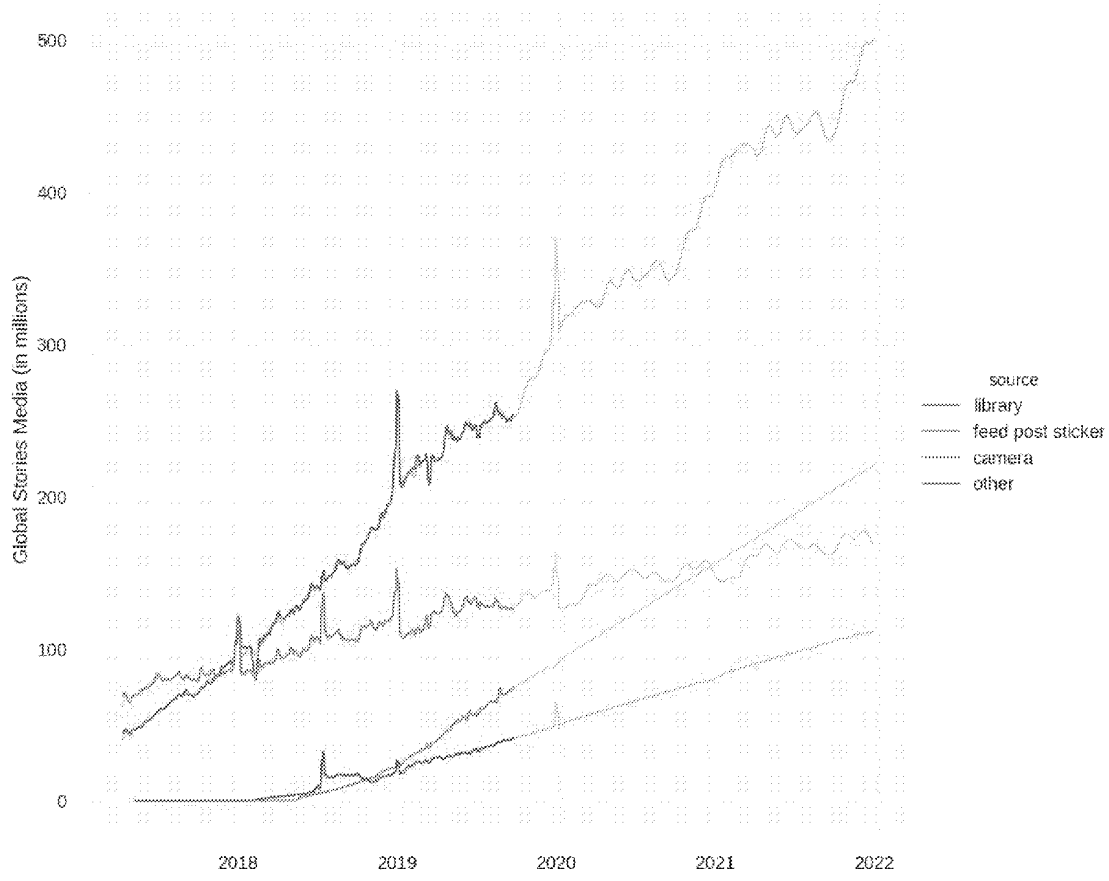


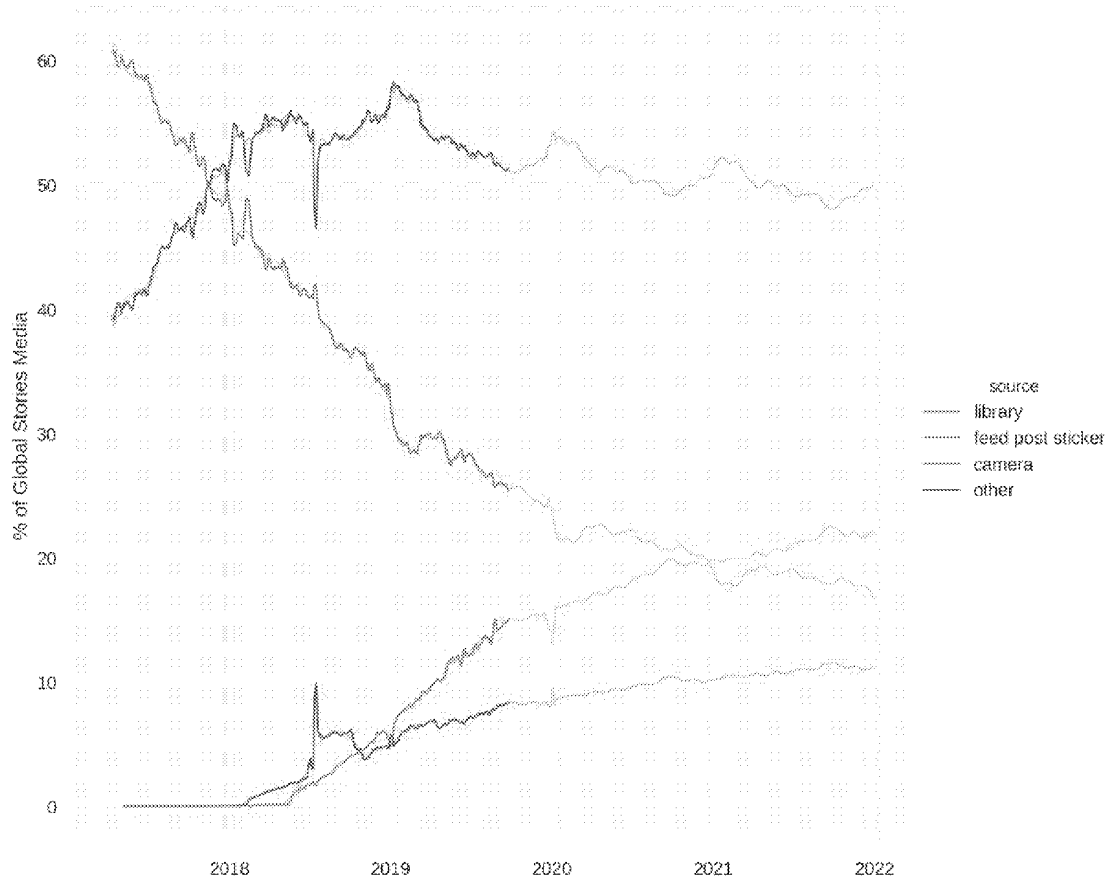
Camera Cohorts & Funnel

Looking closer at the camera funnel, we see that while more people are opening our camera each day and more people are capturing with our camera, it doesn't translate to them sharing those camera media to Stories. Part of these camera captures are coming from the Direct Camera entry point (captures from the Camera button and the Camera swipe entry point are actually down slightly), but we are diving in deeper to get a better understanding. As seen, Camera Sharing PR to Direct is increasing, however the base is still fairly small at around 2.7% of IG DAP.


Camera Participation Rates
Camera Open PR: +8.93%
Camera Share PR: +18.45%
Camera Capture PR: +4.79%
Captured Overall Producer PR: -1.59%
Captured Story Producer PR: -6.59%
Captured Direct Producer PR: +15.07%
25
20
15
10
5
0
Jul '18
Sep '18
Nov '18
Jan '19
Mar '19
May '19
Jul '19
Sep '19
camera_pr
share_pr
Captured Overall Producer PR (Incl direct)
capture_pr
Captured Direct Producer PR
Captured Story Producer PR

Media Mix


Global Stories Media (in millions)
500
400
300
200
100
0
2018
2019
2020
2021
2022
source
library
feed post sticker
camera
other



Contact Support

Conversation History

Tessa Lyons-Laing added Cenre Güngör to the thread *Apr 27 at 7:19 am*

Tessa Lyons-Laing added you to a document *Apr 27 at 7:14 am*

Vishal Shah *Dec 3, 2019 at 9:23 pm*

Vishal Shah removed the document from the folder Sharing Experiences *Dec 3, 2019 at 9:22 pm*

Tessa Lyons-Laing locked edits on the document *Dec 3, 2019 at 8:24 pm*

Tessa Lyons-Laing edited *Dec 3, 2019 at 8:24 pm*
Final version will be here → Instagram Creation H1 2020 [v will be Final]

Katie [redacted] opened your conversation with Stephanie [redacted] Adam [redacted] Tessa Lyons-Laing, Sean [redacted] Kristin Hendrix,

Austin [redacted] Cemre [redacted] Vishal Shah, Anita [redacted] Sebastian [redacted] Kimberly [redacted] Sulman [redacted] Brion [redacted] Allison [redacted] Nicole [redacted] Shweta [redacted] Ernest [redacted] and Sam [redacted] on a phone *Dec 3, 2019 at 3:54 pm*

Peter [redacted] opened your conversation with Stephanie [redacted] Adam [redacted] Tessa Lyons-Laing, Sean [redacted] Kristin Hendrix, Austin [redacted] Cemre [redacted] Vishal Shah, Anita [redacted] Sebastian [redacted] Kimberly [redacted] Sulman [redacted] Brion [redacted] Katie [redacted] Allison [redacted] Nicole [redacted] Shweta [redacted] Ernest [redacted] and Sam [redacted] on a phone *Dec 3, 2019 at 3:50 pm*

John [redacted] opened your conversation with Stephanie [redacted] Adam [redacted] Tessa Lyons-Laing, Sean [redacted] Kristin Hendrix, Austin [redacted] Cemre [redacted] Vishal Shah, Anita [redacted] Sebastian [redacted] Kimberly [redacted] Sulman [redacted] Brion [redacted] Katie [redacted] Allison [redacted] Nicole [redacted] Shweta [redacted] Ernest [redacted] and Sam [redacted] *Dec 3, 2019 at 3:13 pm*

Jan [redacted] opened your conversation with Stephanie [redacted] Adam [redacted] Tessa Lyons-Laing, Sean [redacted] Kristin Hendrix, Austin [redacted] Cemre [redacted] Vishal Shah, Anita [redacted] Sebastian [redacted] Kimberly [redacted] Sulman [redacted] Brion [redacted] Katie [redacted] Allison [redacted] Nicole [redacted] Shweta [redacted] Ernest [redacted] and Sam [redacted] *Dec 3, 2019 at 3:08 pm*

Vishal Shah edited *Dec 3, 2019 at 2:20 pm*

- Creation H1 2020 Planning - Above & Below the line divestment exercise [IG Leads]

Vishal Shah enabled link sharing · View *Dec 3, 2019 at 7:26 am*

Vishal Shah *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added you to a document *Dec 3, 2019 at 1:54 am*

Vishal Shah added the document to the folder Sharing Experiences *Dec 3, 2019 at 1:54 am*

Vishal Shah opened your conversation with Stephanie [redacted] Adam [redacted] Tessa Lyons-Laing, Sean [redacted] Kristin Hendrix, Austin [redacted] Cemre [redacted] Anita [redacted] Sebastian [redacted] Kimberly [redacted] Sulman [redacted] Brion [redacted] Katie [redacted] Allison [redacted] Nicole [redacted] Shweta [redacted] Ernest [redacted] and Sam [redacted] *Dec 3, 2019 at 1:54 am*

Sulman [redacted] *Nov 15, 2019 at 7:04 pm*

lgtm now

Sulman [redacted] edited *Nov 15, 2019 at 7:03 pm*

Sam [redacted] opened your conversation with Stephanie [redacted] Adam [redacted] Tessa Lyons-Laing, Sean [redacted] Kristin Hendrix, Austin [redacted] Cemre [redacted] Vishal [redacted] Anita [redacted] Sebastian [redacted] Kimberly [redacted] Sulman [redacted] Brion [redacted] Katie [redacted] Allison [redacted] Nicole [redacted] Shweta [redacted] and Ernest [redacted] *Nov 15, 2019 at 4:55 pm*

Sam [redacted] edited *Nov 15, 2019 at 4:56 pm*

Sulman [redacted] *Nov 14, 2019 at 4:19 pm*

Thoughts we were at 4 earlier?

Tessa Lyons-Laing edited *Nov 14, 2019 at 3:32 pm*

Tessa Lyons-Laing edited *Nov 12, 2019 at 3:34 am*

Tessa Lyons-Laing *Nov 12, 2019 at 1:40 am*

i think there are two cuts 1) inbound / obligation (which we generally don't expect to have an impact on sharing with possible exception of AR Platform) and then proactively sharing bets (which we do expect to have an impact on sharing but the nature of bets will vary (e.g., from infra to stories sharing). I think the eng column now is your "eng effort" equivalent and I like your idea of making this "type of sharing bet" into an "effect on sharing" column but how would you categorize Sundial? Maybe: "low in H1, hopefully high longer term"

Sebastian [redacted] *Nov 12, 2019 at 1:30 am*

Should we do one section that is "effect on sharing" and one section that is "eng effort"? To me, part of the issue here is that while we have certain efforts, like Family Stories that are big bets, we don't think these will have a large impact on sharing

---

Tessa Lyons-Laing *Nov 12, 2019 at 1:11 am*

Suhnan and Sebastian ideas on how to break this up / categorize it?

Tessa Lyons-Laing *Nov 12, 2019 at 1:09 am*

Suhnan could you help to populate / refine this per the feedback from IG Leads

---

Tessa Lyons-Laing *Nov 12, 2019 at 1:02 am*

Suhnan do you think this number is fair?

Tessa Lyons-Laing edited *Nov 12, 2019 at 1:18 am*

Tessa Lyons-Laing edited *Nov 8, 2019 at 8:31 pm*

Sebastian [redacted] edited *Nov 8, 2019 at 7:42 pm*

Tessa Lyons-Laing edited *Nov 8, 2019 at 7:41 pm*

Sebastian [redacted] edited *Nov 8, 2019 at 7:40 pm*

Sean [redacted] opened your conversation with Stephanie [redacted] Adam [redacted] Tessa Lyons-Laing, Kristin Hendrix, Austin [redacted] Cemre [redacted] Vishal Shah, Anita [redacted] Sebastian [redacted] Kimberly [redacted] Sulman [redacted] Brion [redacted] Katie [redacted] Allison [redacted] Nicole [redacted] Shweta [redacted] Ernest [redacted] and Sam [redacted] on a phone *Nov 8, 2019 at 7:24 pm*

Tessa Lyons-Laing edited *Nov 8, 2019 at 7:34 pm*

Sebastian [redacted] *Nov 8, 2019 at 1:58 pm*

Added below

Sebastian [redacted] edited *Nov 8, 2019 at 3:03 pm*

Sebastian [redacted] opened your conversation with Stephanie [redacted] Adam [redacted] Tessa Lyons-Laing, Sean [redacted] Kristin Hendrix, Austin [redacted] Cemre [redacted] Vishal Shah, Anita [redacted] Kimberly [redacted] Sulman [redacted] Brion [redacted] Katie [redacted] Allison [redacted] Nicole [redacted] Shweta [redacted] Ernest [redacted] and Sam [redacted] *Nov 8, 2019 at 1:34 pm*

Sulman [redacted] opened your conversation with Stephanie [redacted] Adam [redacted] Tessa Lyons-Laing, Sean [redacted] Kristin Hendrix, Austin [redacted] Cemre [redacted] Vishal Shah, Anita [redacted] Sebastian [redacted] Kimberly [redacted] Brion [redacted] Katie [redacted] Allison [redacted] Nicole [redacted] Shweta [redacted] Ernest [redacted] and Sam [redacted] *Nov 8, 2019 at 3:22 am*

Tessa Lyons-Laing edited *Nov 8, 2019 at 3:31 am*

Nicole [redacted] opened your conversation with Stephanie [redacted] Adam [redacted] Tessa Lyons-Laing, Sean [redacted] Kristin Hendrix, Austin [redacted] Cemre [redacted] Vishal Shah, Anita [redacted] Sebastian [redacted] Kimberly [redacted] Sulman [redacted] Brion [redacted] Katie [redacted] Allison [redacted] Shweta [redacted] Ernest [redacted] and Sam [redacted] *Nov 8, 2019 at 1:19 am*

Shweta [redacted] opened your conversation with Stephanie [redacted] Adam [redacted] Tessa Lyons-Laing, Sean [redacted] Kristin Hendrix, Austin [redacted] Cemre [redacted] Vishal Shah, Anita [redacted] Sebastian [redacted] Kimberly [redacted] Sulman [redacted] Brion [redacted] Katie [redacted] Allison [redacted] Nicole [redacted] Ernest [redacted] and Sam [redacted] on a phone *Nov 8, 2019 at 12:31 am*

Shweta [redacted] edited *Nov 8, 2019 at 12:31 am*

Tessa Lyons-Laing *Nov 7, 2019 at 8:47 pm*

Sebastian [redacted] to add from email

Tessa Lyons-Laing edited *Nov 7, 2019 at 8:51 pm*

Anita [redacted] opened your conversation with Stephanie [redacted] Adam [redacted] Tessa Lyons-Laing, Sean [redacted] Kristin Hendrix, Austin [redacted] Cemre [redacted] Vishal Shah, Sebastian [redacted] Kimberly [redacted] Sulman [redacted] Brion [redacted] Katie M [redacted] Allison [redacted] Nicole [redacted] Shweta [redacted] Ernest [redacted] and Sam [redacted] *Nov 5, 2019 at 9:13 pm*

Tessa Lyons-Laing *Nov 4, 2019 at 8:23 pm*

Small tweak

Tessa Lyons-Laing *Nov 4, 2019 at 7:32 pm*

Just realized this didn't make it into the PDF shared with IG Leads.

Tessa Lyons-Laing edited *Nov 4, 2019 at 9:08 pm*

Tessa Lyons-Laing enabled link sharing · View/Edit *Nov 2, 2019 at 8:39 am*

Tessa Lyons-Laing edited *Nov 2, 2019 at 8:33 am*

Tessa Lyons-Laing *Nov 2, 2019 at 8:33 am*

Tessa Lyons-Laing added you to a document *Nov 2, 2019 at 8:33 am*

Tessa Lyons-Laing added you to a document *Nov 2, 2019 at 8:33 am*

Tessa Lyons-Laing added you to a document *Nov 2, 2019 at 8:33 am*

Tessa Lyons-Laing added you to a document *Nov 2, 2019 at 8:33 am*

Tessa Lyons-Laing added you to a document *Nov 2, 2019 at 8:33 am*

Tessa Lyons-Laing added you to a document *Nov 2, 2019 at 8:33 am*

Tessa Lyons-Laing added the document to the folder Planning *Nov 2, 2019 at 8:33 am*

Tessa Lyons-Laing created the document *Nov 2, 2019 at 8:38 am*
