



## Stanford eCorner

### Challenges Going Forward

Mark Zuckerberg, *Facebook*

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Video URL: <http://ecorner.stanford.edu/videos/1507/Challenges-Going-Forward>

Zuckerberg and Breyer discuss the ongoing challenges they face and the tradeoffs they have to make as Facebook continues to grow and evolve.



#### Transcript

The two things that you focus on are maintaining what you have now that's good and growing, all right? What we have now is a pretty good utility. And then, going back to the first question that you ask me, what's the thing that I measure the most? It's that 70% of the people come back to the site everyday and making sure that that remains, not just because we're doing some gimmicky thing. But I mean, if you launch a feature, obviously retention is going to go up. Alright, so I mean, retention has been up recently because of the photos. But focusing on things that are sustainable and scalable so that when we launch more schools or go into the next market or whatever we do, we're going to set ourselves up to have the same success that we've had without hurting our self in the current position. Mark is incredibly good at keeping the bar very high on new hires. When you're quadrupling in size in terms of people, there's always a tendency. You see it again and again and I know Tom Byers and many of you in the audience always talk about quality of people and maintaining the bar. But in practice, it's really easy to say this person doesn't match in there but does match up along so many dimensions. It would takes six months to find the right person.

And Mark has been extraordinary, as a leader, in maintaining a very high bar and at times, walking away from people who are receiving outstanding recommendations but either don't fit from a cultural standpoint or they're not going to scale and they'd be the wrong person a year or two from now. And that is certainly, as an investor and board member an ongoing challenge. How do you deal with that trade-off where you absolutely need an ad sales force but at the same time, if one person at a time, you just can't say let's go out and hire five good engineers or five good ad sales people and not have them be great? Because the B+ or A- people, you know it, they'll hire B's and B minuses. And this a time in the company where you just have to aspire with each hire to get an A rate plus person and it's easier said than done. I think that is one of the fundamental ongoing challenges.