



Stanford eCorner

Dwarfed by Metrics

Tom Conrad, *Pandora*

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Video URL: <http://ecorner.stanford.edu/videos/2446/Dwarfed-by-Metrics>

With over 50 million listeners, Pandora is easily one of the most popular online music vehicles. But as compared to the entire mass radio spectrum, Pandora remains a mere blip on the airwaves. CTO Tom Conrad states that a key strategy in remaining focused comes from the metrics enterprises choose to surround themselves with. He suggests that start-ups find the numbers and the facts that make them feel small as a tactic to keep them steadily growing.



Transcript

A great way to stay focused within a vision is to find the metrics that make your successes seem small. And for example, we have 50 million listeners and 21 million on mobile. We have 47% of internet radio, but we are like 1.2% of all radio hours in the U.S. So I really try to focus my team on that 1.2% number and remind them that without changing anything, without deviating at all from our focus, we've got 98% of the market still in front of us. And Clear Channel has 20%. So it's not like there aren't examples of companies that get really big within that category. So that helps.