

EXHIBIT 57

UNREDACTED VERSION OF DOCUMENT SOUGHT TO BE LODGED UNDER SEAL

From: Ime Archibong </O=THEFACEBOOK/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=IME ARCHIBONG>
Sent: Tuesday, April 28, 2015 8:00 AM
To: Ime Archibong
Cc: Product Partnerships
Subject: [Product Partnerships] Update 4.28.15
Attachments: 3579F3DE-C8F6-474C-8A3D-468C485CE0F6.png; B7D6AE38-FE4B-4C36-A410-2AF1877B998C.png; 58420E05-477F-47A4-81C2-332AD01508CE.png; B8871D98-A108-4595-B48D-78D34B429464.png; 94B86822-9660-4295-971E-4573096826B1.png; 1B6C2FEB-49B0-4F41-9F04-EF63802B968B.png; 7F4C7D5F-3225-4234-B5F3-099C93B572C0.png; 760D8DF5-F70C-4DC1-8B9E-D28E253BE58C.png; F0594507-23C5-49C5-84FA-58235F416325.png; 13F11952-17BF-4EBD-B218-FF498F9F2B84.png; 5F02FDE4-7A4E-4BED-B4FB-9C840E7F4D37.png; 3AE1A544-B0C2-4778-9B8A-B74B498DAFBD.png; 051CF85F-9DA9-4516-A140-38E17AD3EF85.png; AD90BD2E-F0B5-477A-BD6E-A79F278C9774.png; 5E867640-AA28-4041-AFF5-A381D64C950A.png; DFDCAF4E-9C76-40CF-9DAC-CA3392EAF8C3.png; ADD6A957-A1D4-4FD5-B872-EE3A014A2571.png; B608F50C-2B49-4CDA-957C-C689667B9F6A.png

==== H1'15 Goals Progress ===

- **Platform:**
 - SDK Adoption – Tier 0: (93% to goal)
 - ~~Line-up f8 launch partners~~: (Complete)
- **Messenger:**
 - ~~Expressions Platform launch~~: (Complete)
 - Art & Animation: (20% to goal)
 - Business on Messenger: (on track)
- **Internet.org:**
 - FBS Content Partnerships: (on track)
- **People, Places, and Things:**
 - Events: (on track)
 - ~~Gravity beta launch~~: (Complete)

==== Highlights & Tracking Dashboards ===

Platform: Three years coming, but the “Platform Simplification” initiatives finally lands this week (4/30/2015). For the last month, the team has worked with partners — e.g. Spotify, Bing, Pinterest, Tripadvisor, Tinder, Skype, Nike, Netflix, Soundcloud, Shazam, Foursquare, Flipboard, Amazon, etc. — to ensure a smooth migration. Hopefully, the outcome is people continuing to have amazing platform experiences, with more control over their profile data. Congratulations to everyone that has worked on this transition over the years.

Internet.org/FBS Content Partnerships: After launching in Indonesia a few weeks back, the team has been focused on addressing the content partners’ reaction to the net neutrality debate across the globe. In India, we had six (6) partners drop out over the course of two (2) weeks. In response, we visited and/or spoke to each of the partners in various cities throughout the country to listen and address their concerns. Overall, the India situation push the xfn team to think through our approach to 1) the content selection process and 2) the alignment of partners with our mission. In response, there are a number of xfn efforts — e.g. product, policy, partnerships, marketing -- underway. We’ve accelerated the work that we had planned to

create more goodwill with the global developer community — e.g. creating publishable guidelines for iORG and delivering more developer value by launching an Internet.org package for FBStart.

FB@Work: Patrick is leading our FB@Work product integrations, focused on identity provider services that enable scaled on-boarding and management of employee accounts into FB@Work, as well as partnerships with cloud storage companies to integrate popular file storage and sharing options. We are finalizing identity connectors for Okta, OneLogin, and Microsoft Azure AD (on track) while we are in early conversations with Box, Dropbox, and Microsoft on storage (in progress). In parallel, the team has been contributing with the recruitment of our platform partners to pilot the product (i.e. Dropbox, Uber, ESPN, Foursquare, Tinder, and other) against the xfn team's goal of launching 35 active beta partners by the end of Q2.

Messenger Expressions: Post-F8 focus of Messenger Expressions platform is to ensure it is performing for partners from an engagement and discoverability perspective. We fielded an NPS (net promoter score = 11) and post-launch survey; qualitative feedback was cautiously optimistic and is partially motivating our focus on 'discover tab' treatment, fan out improvements, and simplification & speed of access to content. Though we're not actively building for other categories, we are having select partner discovery meetings with games (Zynga, Scopely), music, and video partners (Meerkat).

Art & Animation: With Sean Leow assuming leadership of the licensed Arts & Animation initiatives, the team is focused on lining up licensed packs for the remainder of the year while taking a data-driven approach to determining which packs can boost Sticker sends going forward. The team has also started engaging with the Friend Sharing team to support use of Art & Animation in the composer experience (e.g. overlay your favorite sports team jersey on game day). The target goal has been reset to 5 licensed deals by 6/30 with SpongeBob releasing 5/6.

Business on Messenger: The integrations with Everlane, Zulily and Zendesk announced at f8 go live on 4/29. We received 17,881 inbound leads via the online web form since as of 4/25/15. Through our partner development interactions, we've held discussions with 79+ partners across 10+ verticals. Verbal commitments from brand partners include Hyatt Hotels, Virgin America, Blue Bottle Coffee, Abercrombie, Warby Parker, Touch of Modern, Tieks, and thredUP.

Events: There is a focus on re-launching our Events product as public and private events in late H1/early H2. For public events, the focus is on improving the publishing and distribution of public events with our existing partners (Live Nation/Ticketmaster and Ticketfly) in H1 prior to scaling out the process. The overarching goal for relaunch is on track.

FB Music: We are flushing out a partnership strategy with the newly formed music product team — who are looking to build a suite of music sharing and consumption experiences this year. Chris B. is supporting their work via through the exploration of deals and integrations with priority global partners (Spotify, Soundcloud, Apple) and select regional partners [Docomo, Saavn, Tigo, possible others].

Hello: The team is exploring the acquisition of a static directory of telephone numbers that we know are malicious or "spammy", and that should consequently be blocked on behalf of the user. Early days, but we've evaluated solutions from TeleSign, Neustar, Transaction Network Services (Cequent), Whitepages.com, and Privacy Star.

P0 Data: Our goal is to sign two (2) deals that would provide us P0 data (name & address) for social places before the end of H1. Final stages on evaluating social places data from five (5) partners, possibly move ahead with term sheet with one (1) or (2) of them in the coming week.

Product Partnerships - FBS Content Partnerships

==== 25 PRIORITY FBS COUNTRIES =====

Region	Country	Content Readiness	Government Support	Local/Social Content (%)	Notes
Africa	Nigeria	Planned	Planned	56% (24/43)	Reengage post elections; eG
	Egypt			not live	Waiting for legal
	Kenya	Planned	Planned	44% (8/18)	Awaiting partner engineering team
	Morocco	Planned	Planned	43% (10/23)	Legal review in p
	Algeria	Planned	Planned	58% (15/26)	Legal review in p
	South Africa	Planned	refresh	58% (14/24)	Upcoming May 19 launch, eGov service post launch refresh (Project Isiz
	Uganda	Planned	Planned	55% (22/40)	Legal review in p
	Angola	Planned	Planned	44% (7/16)	Upcoming May launch, policy confirm services
	Mozambique	Planned	Planned	50% (12/24)	Legal review in p
SeAsia	Thailand	Planned	Planned	not live	Policy feels government involvement
	Philippines	Planned	Planned	not live	Launched; with 1 eG
	Indonesia	Planned	Planned	not live	Launched; with no eG
	Cambodia	Planned	Planned	not live	Legal review in pr
	Malaysia	Planned	Planned	not live	Upon review decision was mad
South Asia	India	Planned	Planned	43% (17/39)	Exploring content
	Bangladesh	Planned	Planned	not live	Ready to launch with F
	Pakistan	Planned	Planned	not live	Integration work needed; conn
	Myanmar	Planned	Planned	not live	May side to F
	Sri Lanka	Planned	Planned	not live	Building relationships with loc
	Nepal	Planned	Planned	not live	Legal review in p
LatAm	Brazil	Planned	Planned	not live	Connectivity and Fi
	Mexico	Planned	Planned	not live	Signed AMX deal; meeting wi
	Colombia	Planned	Planned	not live	Government keen on mor
	Argentina	Planned	Planned	not live	Product not supp

Messenger Expressions |

- Current priority: Focus on platform performance for existing partners
 - Other categories (games, music) have been delayed 1-2 mos.
- Platform performance to date:
 - NPS is +ve @ 11 (fielded week of 4/5)
 - DevOps: 32 new apps approved.
 - Several partners (GIPHY, ClipDis, Ditty, FlipLip) are approach 1M installs since launch.
- Activities:
 - Product tests which drive discover tab discovery, content access, and fan out.
 - Docs updated to clarify tier requirements.
 - Exploratory games meetings (Clay.io, Zynga, Scopely)
 - Product Marketing: Platform Summit planning (first week of June), blog content calendar.

Messenger App
Dubsmash
GIPHY
Talking Tom
Bitmoji
Sound Clips
Memes
GIFs
FlipLip Voice Changer
ClipDis
Ultratext
JibJab
Ditty
GIFjam
Samosa
imoji
Photo Grid
Magisto Shot
PicCollage GIF CAM
Stickered
Effectify
Strobe for Messenger
PingTank
Action Movie FX
Noah Camera
Fotor

From: Ime Archibong <ime@fb.com>

Date: Saturday, March 28, 2015 at 12:30 AM

To: Ime Archibong <ime@fb.com>

Cc: Product Partnerships <productpartnerships@fb.com>

Subject: [Product Partnerships] Update 3.27.15

==== H1'15 Goals Progress ===

- **Platform.**
 - Tier 0 SDK adoption (90% to goal)
 - f8 launch partners (Complete)
- **Messenger:**
 - Expressions Platform lighthouse partners for f8 (Complete)
 - Stickers partnerships (25% to goal)
 - Commerce integrations (on track)
- **Internet.org:**
 - see tracking dashboard below (on track)
- **People, Places, and Things:**
 - Gravity beta launch (Complete)
 - Ridge & Events deals/partnerships (on track)

== Highlights & Tracking Dashboards ==

Platform & Messenger: I'm combining these two updates because F8 was the primary focus for both of these sub-teams all month — and, a big congrats to both. The response to F8 from the developer community, businesses community, our internal partners and the press has been fantastic. Beyond our Tier 0 launches (see chart below), we launched Messenger Platform with 42 partners — over-indexing on the goal of 5 (see chart below). We also pre-announced Messenger Business with 3 partners — and have since seen a queue of +5K other interested businesses. I'm really proud of what Dan's org was able to accomplish for our partners for F8. As we all know, the real work begins now to make these partners and our platforms successful. [\[Recap of Day One\]](#) [\[Recap of Day Two\]](#)

Internet.org/FBS Content Partnerships. F8 was also top of mind for this team. Jackie delivered a great talk on building for Internet.org and the entire team spent two days connecting with partners at the Internet.org Dev station. Outside of F8 the team has been busy, ...the momentum over the last month now has us at +80 FBS content partners (22 global; +58 local) across 8 launch countries around the world. We've seen solid FBS launches in the Philippines and in Guatemala and have been able to include great local content partners. In addition to putting local content scaling plans in place and working through an aggressive launch calendar, the team is beginning to think through the next phase of FBS and how we can start to measure the impact on lives and the outcome of our work. Over the last month, here are a few write-ups of our in-country efforts to begin to get more connected to potential outcomes of this work:

- [Deepti in Bangladesh speaking at the Frugal Innovation Forum](#)
- [Francesca, Sergi and Lior in Guatemala City doing a FBS workshop for 200 women](#)
- [Jennifer at the Hack for Big Choices event in Ghana](#)
- [Deepti in Colombo, Sri Lanka at Young Social Innovators Summit](#)
- [Daud and me going back to high school in West Java.](#)

== People/Team ==

Over the last month, we've had two FB vets with strong track records of success join the team — **Jon Park and Sean Leow**. We're lucky to have both of them joining the family. Jon will focus on integrations and partnerships with our strategic platform and product partners and Sean will be focused on executing our art and animation partnerships for the Messenger team and beyond.

Messenger Conversational

Goal: Launch platform with 5 'tier 1' and 20 'tier 2' partners.

- Exceeding goal: delivered 40 'tier 1', and 7 'tier 2' apps from 42 partners.

Activities:

- **DevOps and Policy:** fully engaged to provide smooth review and on-boarding of partners post-F8.
- **Press:** Messenger continues to be a primary focus in F8 coverage overall, with articles carrying a straightforward and neutral tone.
- **Builds:** Partner builds available from new "Discover tab" in latest public Messenger build.

Incredible xfn'l and int'l effort. Props to the MPK/ EMEA/ APAC/ LATAM Product Partnerships, Games, and Partner Engineering teams.

F8 Keynote Partners: To.be Cam, Legend, Giphy, ESPN, Bad Robot.

Launch Apps/ Partners

Action Movie FX by Bad Robot

Bitmoji by Bitstrips

BOOSTR by eWRLD Corp

Camoji by Camoji

Cleo Video Texting by Happy Bits

ClipDis by ClipDis

Clips by Fly Labs

Ditty by Zya

Dubsmash by Mobile Motion

Effectify by Apptly

Emu by Homage

ESPN gifs by ESPN

FlioLip Voice Changer by Happy Bits

Fotor by Fotor

GIFJam by Sparks Labs

GIFs by Riffsv

GIPHY by Giphy

Hook'd by MuseAmi

Imgur by Imgur

Imoji by Imoji

JibJab by JibJab Media Inc.

Kanvas by Kanvas

Keek by Keek Inc.

Legend by Stupeflix

Product Partnerships - FBS Content Partnerships

===== 25 PRIORITY FBS COUNTRIES =====

Region	Country	Content Readiness	Government Support	Local/Social Content (%)	Notes
Africa	Nigeria	Planned	Planned	tracking 41%	Reengage post elections; eGo
	Egypt	Planned	Planned	not live	Waiting for legal review
	Kenya	Planned	Planned	22% (4/18)	-----
	Morocco	Planned	Planned	not live	Legal review in process
	Algeria	Planned	Planned	tracking 48%	Waiting for legal review
	South Africa	Planned	Planned	55% (9/17)	Upcoming launch
	Uganda	Planned	Planned	tracking 39%	Legal review in progress
	Angola	Planned	Planned	tracking 36%	Portfolio identified; Operator has
	Mozambique	Planned	Planned	tracking 46%	Legal review in progress
SeAsia	Thailand	Planned	Planned	not live	Policy feels government involvement
	Philippines	Planned	Planned	not live	Launched; able to include
	Indonesia	Planned	Planned	not live	Launched, delays, but can
	Malaysia	Planned	Planned	not live	Legal review in process; eGo
South Asia	India	Planned	Planned	33% (10/30)	Exploring content
	Bangladesh	Planned	Planned	not live	Finalizing partners, eGo
	Pakistan	Planned	Planned	not live	Integration work needed; com
	Myanmar	Planned	Planned	not live	May side track
	Sri Lanka	Planned	Planned	not live	Building relationships with local
	Nepal	Planned	Planned	not live	Legal review in progress
LatAm	Brazil	Planned	Planned	not live	-----
	Mexico	Planned	Planned	not live	Still trying to put pressure
	Colombia	Planned	Planned	33% (10/30)	Government keen on mobile
	Argentina	Planned	Planned	not live	Delayed in

New Product: App Invites Launch Partners

Featured

	Vertical	Live	
Bumble	Reputation	Yes	
PicArt	Photos	Yes	Reference
Pinterest	Social	Yes	
Goodreads	Books	Yes	R
Jobr	Jobs	Yes	Reference
Dice	Events	Yes	Reference
HearRadio	Music	Coming soon	
Vivino	Commerce	Coming soon	
Flipstagram	Photos	Coming soon	

Source: S. D. (2019). *Product and Platform Partnerships*.

New Products: FB Analytics & Liverail

Launch Partners

	Beta/Launch partners
FB Analytics for Apps	Skyscanner & Cartwheel
Liverail	Dailymotion

New APIs/Permissions

Launch Partners

	Beta/Launch partners
Permission: user_posts	Timehop & Niche(
API: All Mutual Friends	Tinder, Badoo, iHot, Bumf

Other Partner Mentions

Keynote	On-site Integrations & User Stories Video	Partners on Stage	Referenced
Nike	Spotify	PicsArt (App Invite)	Facebook
Goodreads	Soundcloud	Cartwheel (Commerce)	Design: Pinterest, Runkeeper, Audiobooks
PicsArt	Runtastic	Uber (Design Panel)	Research: Foursquare
Dailymotion		Airbnb (Design Panel)	Other: 8
Foursquare, Pinterest, Endemolabs, Quip (App Links)		Pinterest (Design Panel)	

From: Ime Archibong <ime@fb.com>

Date: Friday, February 20, 2015 at 7:56 PM

To: Ime Archibong <ime@fb.com>

Cc: Jackie Chang <jackie@fb.com>, Bryan Hurren <bryanhurren@fb.com>, Konstantinos Papamiltiadis <kpapamiltiadis@fb.com>, Sean Heywood <seanheywood@fb.com>, Nada Batkovic Gregory <nada@fb.com>, Francesca de Quesada Covey <cesi@fb.com>, Chris Barbour <Chris.Barbour@fb.com>, Jennifer Fong <jenniferfong@fb.com>, Patrick Donohue <pdonohue@fb.com>, Deepti Doshi <ddoshi@fb.com>, Jon Park <park@fb.com>

Subject: [Product Partnerships] Update 2.20.15

== H1'15 Partnership Goal Progress ==

- **Platform.**
 - Tier 0 SDK adoption (90% to goal)
 - f8 launch partners (80% to goal)

- **Messenger:**
 - Expressions Platform lighthouse partners for f8 (tracking at 700% to goal)
 - Stickers partnerships (25% to goal)
 - Commerce integrations (0% to goal); discussions underway

- **People, Places, and Things:**
 - Gravity beta launch (Complete: 160% of goal)
 - Ridge & Events deals/partnerships (on track)
- **Internet.org:**
 - see tracking dashboard below (on track)

==== Highlights & Tracking Dashboards ====

Global Initiatives. Several solid global initiatives executed over the last month in order to increase the teams focus and efforts outside of US and West Europe, including *LatAm:Campus Party (Brazil); Internert.org (Colombia) | Africa: Developer/Entrepreneur Hackathon (Ghana)*.

Messenger: The current promising pipeline of lighthouse Messenger Expressions f8 launch partners is at a staggering 7x our goal, so the focus over the next month will be to push these ~35 potential launch partners to build in time for f8. Additionally, we are having early, but promising discussion momentum with Hyatt, Virgin America, Warby Parker, etc. on the Messenger Monetization integration. These partners would be great compliments to integrations already underway with Shopify et al.

Messenger Conversational Platform



Partner Pipeline:

1 - Identified	2	
2 - Pre-engagement	5	
3 - Outreach	7	
4 - Engaged	18	
5 - Verbal Commitment	15	
6 - Signed	20	
TOTAL	67	

Partners:

- **Verbal Commitment:** Dubsmash, ESPN, Facetune, Fotor, Hipstamatic, Hyperlapse, Kanvas, Keek, Legend, Makeup Collage, Score w/ Friends, Talking Tom
- **Signed:** Candy Camera, Cleo Video Texting , CliqDis, Flipl Changer, Imoji , Instaweather, JibJab, Lookbery, Magisto , Generator, Mindie, OneFootball, Pic Stitch, Pyrol, Retrica Camera, UltraText, Wordeo, Zya, Bitstrips

Activities:

- 35 days until F8!
- Transitioning from partner sign-up to working with committed partners to build quality experiences.
- DevOps and Policy fully engaged to provide smooth review and on-boarding of partners p
- Partner builds available: <http://fb.me/fbapp>

Incredible xfn'l and int'l effort. Props to the MPK/ EMEA/ APAC/ LATAM Product Partnerships and Partner Engineering teams.

Internet.org/FBS. We launched in India with +30 content partners that ranged from SocialBlood to HungamaMusic. Congrats, Bryan et al for pulling together such an impressive portfolio of content. As we continue to prepare content for the 25 priority FBS countries, we've also defined an initial scaling framework that includes the prioritization of 11 low-touch countries with Growth partnerships. The framework establishes a baseline set of +13 English, French, & Spanish services that scale to over 50% of our target countries. Strong work by Jackie to lead these efforts for us. For more details:
<https://quip.com/RteRAx2xP0Uz>

==== 25 PRIORITY FBS COUNTRIES ====

- Not started
- Launch Ready
- Progress Made
- Launch Risk

==== SUM

Region	Country	Content Readiness	Government Support	Legal/Social Context FBS	Notes
Africa	Nigeria	not ready	not ready	not ready	Reengage, prior elections, offline sites identified
	Egypt	not ready	not ready	not ready	Waiting for legal review
	Kenya	not ready	not ready	not ready	other sources identification underway
	Morocco	not ready	not ready	not ready	Legal review in process
	Algeria	not ready	not ready	not ready	Waiting for legal review
	South Africa	not ready	not ready	not ready	Connecting Web deployment, network refresh, legal reviewing
	Liberia	not ready	not ready	not ready	Legal review in process
	Angola	not ready	not ready	not ready	Particular challenges, Operator involved, legal subsections
	Mozambique	not ready	not ready	not ready	Legal review in process
Southeast Asia	Thailand	not ready	not ready	not ready	Policy tech, government track record would be policy issue
	Philippines	not ready	not ready	not ready	Tech review required, with government underway
	Indonesia	not ready	not ready	not ready	offline see notes no benefit with FBS issue or zone
	Myanmar	not ready	not ready	not ready	
	Malaysia	not ready	not ready	not ready	Legal review in process, online pdf from operator
South Asia	India	not ready	not ready	not ready	Already exploring a content refresh
	Bangladesh	not ready	not ready	not ready	Building partners, offline sites identified
	Pakistan	not ready	not ready	not ready	Indirect issue, with needed connecting w/government
	Sri Lanka	not ready	not ready	not ready	New government
	Nepal	not ready	not ready	not ready	Legal review in process
LatAm	Brazil	not ready	not ready	not ready	Not necessarily October holding up
	Peru	not ready	not ready	not ready	Peru MEF signs API, needs regulation agreement
	Colombia	not ready	not ready	not ready	
	Argentina	not ready	not ready	not ready	New legislation, Legal review in process
ME	Turkey	not ready	not ready	not ready	Waiting for legal review
	Syria	not ready	not ready	not ready	TSB

Legend: ● Not started ● Launch Ready ● Progress Made ● Launch Risk

==== PRIORITIES

- **Indonesia:** Content is launch ready,
- **Guatemala:** Content is launch ready; g
- **Philippines:** Finalizing health, agricultu
- **Angola:** -----

==== SCALING: LOW

- Content preparation underway; targetin
- Botswana, Cameroon, Malawi, Namib
- Cameroon, Benin, Burkina Faso, Guin
- Dominican Republic, Nicaragua, Hon

==== GOVERNMENT :

- **Bangladesh:** Government tech call sch
- **Pakistan:** Policy has flagged concerns ;
- **Philippines:** Pending Ministry of Justice
- **Guatemala:** Policy team ok'd eGov serv
- **Angola:** No eGov services at launch du

==== SOCIO

- Tracking socially relevant and local co
- each FBS content portfolio.
- Identifying 1-4 focus countries to do d

Platform. Strong progress on our Tier 0 migration efforts to Login V4 and the v2 of the Graph API – 55% of them have migrated +10% of their traffic, with the rest finalizing their migration by mid March. Additionally, the pipeline of Tier 0 f8 launch partners for App Invites is healthy with 4 already approved, including Pinterest. Finally, we are on-boarding more partners to HTML5 video embeds support, e.g. YouTube rolled out this week. After successfully testing HTML5 embeds with Soundcloud for almost a year, we are finally extending the availability to more partners and verticals including video, music and commerce. Shout out to Chris Barbour for driving the partnerships work on this rollout.

Summary: Top Priorities

Migrations

	Login v4	API v2	Login #
Fully Migrated (more than 90%)	18	18	
Migrated more than 10%	42	65	15 (8)
Not migrated yet	67	89	

- Introducing new APIs
 - Mutual Friends API. Available NOW for partners to test. Suitable for:
 - Reputation (mainly dating) - Tinder, Badoo, Hot or Not, Bumble, Hinge, Bwpe, Coffee Meets Bagel are all whitelisted
 - Travel - Airbnb
 - Commerce
 - Hashed Friends API. Available NOW
 - Dating - Tinder, Hot or Not, Bumble, Hinge are whitelisted
- Deprecations (Q4.20):
 - read_stream. Communications with affected developers of the deprecations namely Microsoft, Bing, Skype, Yahoo!, Yandex
 - XMPPI. Communications with affected developers Microsoft, Yahoo!, AOL

Summary: App Invites

Pipeline

	Vertical	Whitelisted for Testing	Approved	Submitted to App Store/Google Play
Bumble	Reputation	Yes	Yes	2.3k
PicsArt	Photos	Yes	Yes	180
Pinterest	Social	Yes	Yes	3.3k
Dice	Events	Yes	Yes	180
MovieSala	Video	Yes		
Hearrradio	Music	Yes		
Young	Commerce	Yes		
Gondrads	Stories	Yes		
Nike	Fitness	Only Dice		
Jior	Reputation	Only Dice		
Tigo	Music	Only Dice		
Others	Additional partners: Facebook, Instagram, WhatsApp, LinkedIn, Twitter, LinkedIn, YouTube, Spotify, Netflix, Hulu, Disney+			

From: Ime Archibong <ime@fb.com>

Date: Friday, January 23, 2015 at 3:50 PM

To: Ime Archibong <ime@fb.com>

Cc: Jackie Chang <jackie@fb.com>, Bryan Hurren <bryanhurren@fb.com>, Konstantinos Papamiltiadis <kpapamiltiadis@fb.com>, Sean Heywood <seanheywood@fb.com>, Nada Batkovic Gregory <nada@fb.com>, Francesca de Quesada Covey <cesi@fb.com>, Chris Barbour <Chris.Barbour@fb.com>, Jennifer Fong <jenniferfong@fb.com>, Patrick Donohue <pdonohue@fb.com>, Deepti Doshi <ddoshi@fb.com>

Subject: [Product Partnerships] Update 1.23.15

[First update of the year is comprehensive (aka longer) in order to give everyone a glimpse at our comprehensive goal(s) and vision. We'll return to a condensed update going forward]

==== Summary ===

There are a few top-level commitments that we are looking to fulfill across all our H1 initiatives. First, and as always, we remain committed to driving business and product needs through deal execution and partnership. Second, we are committed to truly becoming a global partnerships team (both in physical presence and thought) by how we uncover and prioritize our deals & partnerships. Lastly, we are committed to driving more complex and collaborative partnerships — w/internal and external stakeholders — to realize Facebook's full potential.

An example of how these three commitments play out across one of our initiatives is — Internet.org/FBS. As we prepare to launch FBS around the world in '15, it would be straightforward to simply sit back and scale our current suite of content partners. Instead, we plan to collaborate with internal teams (e.g. product, eng, research, marketing, pr, policy, etc.) and external stakeholders (NGOs, local & regional developers, etc.) to understand where local digital content and services can move the needle on social progress indicators for each country. It will take time to build out this process and pipeline, but we are committed to fulfilling the "improving people's lives" promise Facebook made when we started this journey. We realize that partnerships work is on the front line of delivering on that promise.

Let us know if you have any questions.

==== H1 Partnership Goals ===

- **Platform (Team: Konstantinos Papamiltiadis, Chris Barbour, Patrick Donohue, Cesi Convey):**
 - Product Adoption: Drive Tier 0 partners' SDK adoption to +80%
 - Vertical Approach: Establish industry-specific product integration models (including app invites, app events/insights, login, app links, etc.)
 - New Product Launches: Onboard 5-10 lighthouse partners as Beta Testers for App Invites (by f8)
 - Scale: Create a playbook for each vertical around product fit and develop case studies to help drive further adoption.
- **Internet.org (Team: Jackie Chang, Cesi Convey, Jennifer Fong, Deepti Doshi):**
 - Go deep on the 25 priority countries: Create FBS content launch portfolios that meet development and engagement goals for the priority countries. Onboard core category launch partners for all H1 FBS country launches.
 - Scale for 100 countries: For non-priority countries, secure 8+ content partners per region for turnkey rollouts.
 - Outcome measurement: Develop a framework to begin to identify and measure the social impact of FBS in the 25 priority countries.
 - Narrative: Develop 2 partner case studies and establish an f8 presence.
- **Messenger (Team: Sean Heywood, Bryan Hurren, Chris Barbour; Patrick Donohue):**
 - Commerce: Close deals with 3 launch partners & develop action plan for driving adoption for public APIs

- Expressions (Platform): Onboard 5 lighthouse partners; build portfolio of +20 partners for public API launch
- Expressions (Stickers): Sign ~12 high-quality licensed content partnerships.
- **People, Places, and Things:** (Team: Sean Heywood, Jackie Chang)
 - Gravity: Execute deals with ~5-15 partners across range of businesses; successfully launch beta.
 - Ridge: Complete full US rollout; Execute deal with 7Digital to scale the content ingestion.
 - Events: Finalize the TicketMaster, Tickeyfly, and BandsInTown ingestion; close Eventbrite deal.

==== Highlights ===

Messenger (Expressions): Our objectives these past two weeks were to 1) secure 5 - 7 standalone app partners 2) determine response rate for generic email message 3) determine the inflection point where a standalone app no longer makes sense. We accomplished goal #1 and #2, and in the process of cementing #3. The team reached out to 29 partners, received 28 responses (97% response rate), conducted 18 pitches, and secured 7 verbal commitments (excl. Spotify) to design a standalone app. We also received 3 verbal commitments to integrate the sharing into Messenger into their existing app. The partners who have committed to developing a standalone app are Giphy, Marco Polo, Jibjab, Meme Generator, Bistrips, Imoji, and PicCollage. The partners who have agreed to integrate the share functionality are Dubsmash, Camoji, and Rithm. Next week, we will be 1) focussing our efforts on securing the 15 - 20 partners to integrate Messenger into the sharing flow and 2) finding non-photo app partners to design standalone apps for Messenger.

PPT (Gravity): The Gravity pilot is set to launch in NYC on January 29th. Our Communications team will be launching their strategy, including reaching out to Privacy experts and all of the traditional media outlets, in the days prior. We have contracts executed with seven (7) partners (Pianos, The Strand Bookstore, Veselka, Dominique Ansel Bakery, Big Gay Ice Cream, Brooklyn Bowl, The Burger Joint), and hope to finalize negotiations with The Metropolitan Museum of Art in the coming days. The time we spent building relationships with these partners and the Product team's thoughtfulness regarding merchant and user privacy were instrumental in on-boarding partners so quickly once we were able to disclose details about the hardware. From our team, Sean has done a hell of a job getting us to this point and will be flying back out to NYC next Tuesday to place the beacons with each merchant and conduct some UX research prior to the official announcement.

Internet.org/FBS: We started 2015 strong with successful launches in Columbia and Ghana. Cesi lead our collaboration with our Policy team & the Columbia government to produce 3 e-gov services for FBS, a townhall Q&A between the President & Zuck, and a framework for future government collaboration. Ghana launched yesterday thanks to the efforts of Jennifer, Chris B, and Bryan. We're now focusing on utilizing the global & regional partnerships from launches in both Africa & LATAM to begin developing a content portfolio for scaling to long-tail operator launches (targeted to launch at MWC). As stated above, we're also beginning to think deeply about how this work moves the needle on social progress indicators. In parallel, efforts are underway to launch India (Feb), Indonesia (Feb), Angola (Feb), and Philippines (March) next.

Platform. We start off the year armed with a variety of platform products that are relevant for existing but also new categories of Apps. Our objective to build industry expertise and drive adoption of suitable products across those verticals. Tactically, we will continue our efforts to get direct feedback from key partners (via the Developer Advisory Board, etc.) that will enable Facebook to integrate deeper into industry verticals and unblock innovation for users, the partners and Facebook. In the short term and leading to F8, our main objective is to migrate all Tier 0 partners to V2.+ of the Graph API and onboard up to 10 beta testers for App Invites. In the mid-term, we aim to increase the creation of content that is engaging for users via our partnerships.

==== People ===

Last week, **Deepti Doshi** joined Facebook to help drive our Internet.org/FBS efforts. She joins Facebook with +10 years of career experience focused on driving social impact — as a consultant, social venture investor and, most recently, as an social entrepreneur that started 2 non-profit organizations in India. She'll be based in Mumbai for the next few months before transitioning to the FB Paris office.

From: Ime Archibong <ime@fb.com>

Date: Tuesday, December 23, 2014 at 12:01 PM

To: Ime Archibong <ime@fb.com>

Cc: Jackie Chang <jackie@fb.com>, Bryan Hurren <bryanhurren@fb.com>, Konstantinos Papamiltiadis <kpapamiltiadis@fb.com>, Sean Heywood <seanheywood@fb.com>, Nada Batkovic Gregory <nada@fb.com>, Francesca de Quesada Covey <cesi@fb.com>, Chris Barbour <Chris.Barbour@fb.com>, Jennifer Fong <jenniferfong@fb.com>, Patrick Donohue <pdonohue@fb.com>

Subject: [Product Partnerships] Update 12.23.14

-- H2 Partnership Goal Progress --

- **Internet.org.** Provide full free basic services (FBS) publisher category coverage for all FBS H2 launches. **Complete**
- **Platform.** Drive 50% platform product adoption across lighthouse partners (including migration to API v2.0); and increase the NPS score of our key developers by +5. **Complete (127% of target;)**
- **Messenger.** Execute 30 deals (e.g. new Sticker packs, deep integrations e.g. Uber, etc.). **Complete (160% of target)**

-- H2'14 Highlights --

Platform. We end the year with a Partner NPS score that increased 10 points in H2 (from the post-f8 drop to -32 back up to -22). Additionally, the % of developers that say they would "promote" our platform to other developers stayed flat at ~22% YoY. There is still work left to do to increase our developer sentiment, but both of these H2 outcomes are wins given the evolution that platform has taken this year. In additional H2 highlight, was the team's ability to continue to deliver value to both tenured platform partners (via the Developer Advisory Board) and new platform developers (via fbStart).

Internet.org/FBS. In H2, the team executed free basic service partnerships with ~20 global organizations — e.g. Wikipedia, Accuweather, etc. — and +18 local organizations — e.g. WRAPP and Kokoliko (Zambia), etc. — to unlock useful content and services in Zambia, Tanzania, Kenya and South Africa. For each country launch, we were able to tell a women's empowerment narrative and will continue to do so in '15. Lastly, the work that everyone did to help pull together the Content Summit in India and the MPK-based Free Basic Services Summit was impressive. Both events were well received by external partners and press.

Messenger. The buzz Messenger generated this year has partners excited about '15. Between the early product|commerce partnership explorations and the continued Stickers momentum (48 deals done in H2!), there has been nothing but excitement for Messenger. The team will be ramping up our efforts to support the Messenger team in '15, helping Messenger become an amazing tool to express yourself and to connect with businesses.

-- People --

In the last month, we've had two new people join Facebook and the team — **Jenn Fong** and **Patrick Donohue**. They come with a blend of entrepreneurial, biz dev, international development and partnerships experiences. We are thrilled to have them join the team and the company. Feel free to reach out and welcome them.

Lastly, Dan recently posted [what it means to be a partnerships company](#) and underscored that it's about "value creation." As Facebook employees, we've been blessed with another good year of creating value for our partners and ourselves. The holiday season is always a nice chance to take stock of our blessings and share value with those of us who are less fortunate. In this spirit, it was SO NICE to see the team's holiday offsite grow in participation (5x) to include amazing co-workers from across Dan's organization and the entire company. It was a great way to wrap up the year. Some pictures: <https://www.facebook.com/Ime/posts/10100698467671984>; <https://www.facebook.com/sean.heywood/posts/10152649666253897>.

Congratulations to everyone on a great '14. Looking forward to '15!

From: Ime Archibong <ime@fb.com>
Date: Wednesday, November 26, 2014 at 10:31 PM
To: Ime Archibong <ime@fb.com>
Cc: Jackie Chang <jackie@fb.com>, Bryan Hurren <bryanhurren@fb.com>, Konstantinos Papamiltiadis <kpapamiltiadis@fb.com>, Sean Heywood <seanheywood@fb.com>, Nada Batkovic Gregory <nada@fb.com>, Francesca de Quesada Covey <cesi@fb.com>, Chris Barbour <Chris.Barbour@fb.com>, Jennifer Fong <jenniferfong@fb.com>
Subject: [Product Partnerships] Update 11.26.14

Wishing everyone a fantastic Thanksgiving.

== H2 Partnership Goal Progress ==

- **Internet.org.** On track.
- **Platform.** Complete (110% of target)
- **Messenger.** Complete (+105% of target)

== Highlights ==

Platform. As we approach the holiday break, our head partners have increased their urgency to migrate to the new Login. This organic momentum has allowed us to shift our attention to other f8 priorities — e.g. v2 API migration, Invites Dialog, App Events, etc. Our approach has been to make our partners aware of these products, encourage and support adoption, but most importantly, work deeply with a handful of them as part of a product research to flush out their requirements, feature requests, etc.

Last week, we held a Music Summit (a spin-off of the Platform Developer Advisory Board) with stakeholders across the music ecosystem (including talent, music discovery and consumption services, ticketing companies, etc). The purpose of this brainstorm was to learn from our close platform partners et al. and share the learnings with our product teams. Big shout out to Chris and Nada for bringing this group of people together and driving a well received conversation. Full notes, key takeaways and pictures from the event can be found here: [\[Chris' Post\]](#)

Project Gravity. Sean and others spent the past week week in NYC interacting with 14 of the 18 merchants we are targeting for the Project Gravity pilot. The goal is to whittle the list down to 10 partners who 1) believe in the project's vision and 2) are educated about the risks (both real and perceived) associated with the technology. To date, we've purposefully omitted the use of terms "beacon" and "hardware" in our discussions, and have only referenced leveraging "an array of location technologies" in order to pique our partners' appetites without disclosing any material information before we are actually prepared to manage its dissemination. All of the merchants, less one, have been quite bullish on exposing their customers to their businesses' After Party cards provided the user opts in to the experience. As we near launch, we will educate partners (who have signed MNDAs) about beacons as well as the steps we've taken as a company to protect user privacy. After we've fully disclosed the pilot's logistics, we will select the handful of merchants who will 1) be the strongest advocates for Facebook should we experience any negative press and 2) most greatly contribute to the pilot's public narrative. Some of the merchants we've spoken to are MoMA, Dominique Ansel Bakery, Brooklyn Bowl, Big Gay Ice Cream, The Burger Joint at Le Parker Meridien, Grand Central Oyster Bar, and the Strand Bookstore.

Messenger. Over the past two weeks, we conducted on-site working sessions with a handful of partners including Neiman Marcus, Everlane, Virgin America, Zulily and Demandware re: Messenger Commerce. In these discussions, we shared mocks of the proposed integration, obtained incredibly insightful feedback, and used the interaction as an opportunity to gauge each company's desire and ability to partner with us given the rapid pace at which we would like to move. To date, Everlane and Zulily most greatly over-index in desire/ability, and so we're pressing forward with them while simultaneously finding another vertical partner (likely travel) to balance the portfolio. Over the next two weeks, we will have a series of half to full day discussions with these partners with the objective of leveraging them to help the product team define an MVP. Separately, the Stickers team continues the steady release momentum and released Sugar Cubes, Eagle & Snake, Say Thanks, Yuttari Dragon, and Waddles Holiday.

Internet.org/FBS Content Partners. The end of the year has brought a lot of good momentum and, as a result, the team's hands have been full with the recent launches in Kenya and South Africa and preparing for India, Mexico [See Cesi's post about the team's recent trip] , Colombia, Ghana and Senegal over the next few months.

We closed the UN Women global deal that we've been working on that will help us support economic empowerment for women as we launch FBS around the globe.

Lastly, the team is ramping up it's public advocacy of our internet.org:Free Basic Services program. Over the last few weeks, Bryan has spoke at Techcon (USAID), Nethope Global Summit (Nethope), and Social Innovation Summit (UNICEF) about FBS.

From: Ime Archibong <ime@fb.com>

Date: Sunday, November 9, 2014 at 8:06 AM

Cc: Jackie Chang <jackie@fb.com>, Bryan Hurren <bryanhurren@fb.com>, Konstantinos Papamiltiadis <kpapamiltiadis@fb.com>, Sean Heywood <seanheywood@fb.com>, Francesca de Quesada Covey <cesi@fb.com>, Chris Barbour <Chris.Barbour@fb.com>, Nada Batkovic Gregory <nada@fb.com>

Subject: [Product Partnerships] Update 11.9.14

== H2 Partnership Goal Progress ==

- **Internet.org.** On track.
- **Platform.** Complete.
- **Messenger.** Complete (tracking above goal: 105%)

== Highlights ==

Internet.org/FBS. Last week, fresh off the heels of the Tanzania launch the prior week (solid work, Chris, Jackie and Bryan), we hosted an all day summit for 25 key Free Basic Service partners — e.g. Wikipedia, BBC, UNICEF, etc.. The event achieved our main objectives of sharing the Internet.org progress, strengthening our relationships with sr. leaders at these organizations, and gaining content commitments for FBS. Big shout out to Cesi, Bryan and Nada for their leadership on this event. Below is a more comprehensive write up and some photos from the day:

- Cesi's write up: <https://www.facebook.com/groups/FreeBasicServices/permalink/763627807019170/>
- Guy's photos: <https://www.facebook.com/groups/FreeBasicServices/permalink/762832590432025/>

Messenger. We completed our customer development discussions with 10+ partners in 3 verticals (airlines, clothing retailers, events). The conversations validated our hypothesis that partners have a strong desire to leverage Messenger for interactions such as reservation confirmations, shipment notices, flight delays, item availability, customer service, etc, because Messenger has 1) the rich presentation capabilities of email 2) the high-signal/deliverability of SMS and 3) massive adoption with +500M mobile MAUs. Next steps are conducting working sessions with each partner to better understand the scope and logistics of the integration so that we can prioritize the subset of partners to launch with initially. Everlane, Virgin America and Zulily working sessions are currently scheduled for the next 2 weeks. Separately, the Stickers team released Hello Kitty, Masked Wrestler Q and Paul Frank.

Platform. We are doubling down our efforts to drive further adoption of the products we launched at f8 ahead of the holiday season. Our main focuses are the new Login, Anon Login and the Like button.

- Login v4/API v2: Working closely with the partners to unblock migrations dependent on Common Friends (i.e dating and travel) via the introduction of a new API, invite non-app friends (social apps) via bringing forward the opportunity to Beta test the new dialog in January and others whose migration is more complex for various reasons (portfolio of apps that need to be migrated, out of date SDKs, etc.)
- Anonymous Login: Lining up partners to launch Anon Login by the end of the Nov; currently testing 2 apps (one iOS and one Web) to be launched imminently and kicking off integrations with a handful of others.

- Like button: Developing case studies with success stories from early implementations of the Like button to drive awareness of the effectiveness of the channel and socialize the impact this can have to a wider audience of developers.

From: Ime Archibong <ime@fb.com>

Date: Saturday, October 25, 2014 at 1:54 AM

Cc: Jackie Chang <jackie@fb.com>, Bryan Hurren <bryanhurren@fb.com>, Konstantinos Papamiltiadis <kpapamiltiadis@fb.com>, Sean Heywood <seanheywood@fb.com>, Francesca de Quesada Covey <cesi@fb.com>, Chris Barbour <Chris.Barbour@fb.com>, Nada Batkovic Gregory <nada@fb.com>

Subject: [Product Partnerships] Update 10.24.14

== H2 Partnership Goal Progress ==

- **Internet.org.** On track.
- **Platform.** Complete!
- **Messenger.** 75% towards completion

== Highlights ==

Platform. We achieved our target goal for head partner adoption of f8 products and are now revisiting new goals for the EOY. We think there is an opportunity to introduce new beta products and improvements — i.e. invites dialog, Graph Search API, common friends — to partners before the holiday season rolls around.

Last week, we hosted a VIP event in Tokyo attended by 150 guests including potential and current platform partners such as Yahoo! Japan, Recruit, Rakuten, Gilt as well as DeNA, Taito, Crooz, Gumi on the gaming side. The event intended to position Facebook as a leading platform in Japan for:

1. Consumers: we announced the Safety Check product and positioned Facebook as the discovery platform for both Friends and Public Content
2. Developers: tools for partners to Build, Grow and Monetize their products both domestically as well as internationally
3. Advertisers: superiority of our Advertisement products and targeting capabilities to help Brands, SMBs, developers reach the right audience

[More info on the event can be found [here](#)] Congrats to KP, who quarterbacked this event for our team.

Internet.org/FBS. Last week we [announced a content update](#) to Zambia's FBS partners, which included ZambiaReports, SuperSport, and Ebola info from Unicef [[coverage](#)]. This content update validated our hypothesis that non-static news content could be popular. The addition of UNICEF Ebola FAQs was based on data mining done by the Growth team against Google search terms. Despite Zambia not being an 'exposed' country, these FAQs are now the #2 most visited content after Google Search.

Based off of feedback from Zambia, we've engaged three new educational partners -- FundZa (a literacy trust), Wattpad (Self-publishing & reading platform), and Scholars4Dev (Scholarships for developing countries). Given their relevance to multiple countries, we're excited to further fulfill the promise of learning through internet.org [[See latest FBS Content Partnerships Update](#)].

Last week, Cesi traveled to FutureCOM to share our FBS strategy with key Brazilian entrepreneurs + Qualcomm. The trip proved valuable as she was able to build relationships with a set of LatAm content partners that are now ready to collaborate with us on FBS in region. [[See Cesi's full update on her trip here](#)]

Lastly, Jackie posted an inspiring note to the FBS group with a few of her learnings from the Women's Leadership Day that are applicable to our Internet.org work. [See Jackie's Post Here] . The key messages are, for us to (1) recognize opportunity in failure (2) demonstrate cultural sensitivity and (3) remember that it's a long game.

Messenger. We spent the past few weeks interacting with potential partners through the "understand" phase of our customer/partner discovery process. We spoke with Demandware, Conversocial, Everlane, Virgin America, Alaska Airlines, Lululemon, IBM, Stubhub and others focussing primarily on the Travel, E-commerce, Events and ERP/CRM verticals. Most partners have expressed strong interest in exploring Messenger as an alternative communication channel. The challenge will be determining 1) which partner(s) we work with initially and 2) which partner(s) can provide us the greatest leverage from a technology and partnership vantage. Separately, the Stickers team released Waddles Halloween, Yarukizer0 and Fat Rabbit Halloween.

From: Ime Archibong <ime@fb.com>

Date: Monday, October 6, 2014 at 2:22 AM

Cc: Jackie Chang <jackie@fb.com>, Bryan Hurren <bryanhurren@fb.com>, Konstantinos Papamiltiadis <kpapamiltiadis@fb.com>, Sean Heywood <seanheywood@fb.com>, Francesca de Quesada Covey <cesi@fb.com>, Chris Barbour <Chris.Barbour@fb.com>, Nada Batkovic Gregory <nada@fb.com>

Subject: [Product Partnerships] Update 10.5.14

== H2 Partnership Goal Progress ==

- **Internet.org.** On track.
- **Platform.** 82.5% towards completion
- **Messenger.** 70% towards completion

== Highlights ==

Platform. Last week, Konstantinos helped lead this quarter's Developer Advisory Board meeting that had representatives from 18 of our strategic platform partners — e.g. Amazon, King, Dropbox, Pinterest, 4Sqr, Netflix, Spotify, etc.. This forum gives us and the Platform product leadership the opportunity to engage in candid dialogue and learn from our partners. A few of KP's top line observations/takeaways:

- (1) Most partners have already moved all have started looking at migrating to the new API - thus questions and comments this time were more focused. Games partners are concerned with App Scoped IDs but we will follow up with them this week to discuss in more details.
- (2) Partners almost unanimously recognised FB as the best and most transparent partner to work with. While certain things we do may not favor legacy implementations that are based on "free" distribution, they appreciate our efforts to communicate with them promptly and transparently with DAB being one of the forums this is possible.
- (3) There were a lot of discussions on UX and their expectations for us to lead a conversation here. We are planning to do so and in fact there maybe a stream at f8 dedicated to UX

Messenger. After the Product team solidified Phase 1 of Messenger's commerce strategy, the partnerships team spent the past few weeks setting timing expectations with partners with whom we previously discussed Trigger integrations (e.g. Uber). We've also spent considerable energy ramping up on the ERP/CRM ecosystem and meeting with external and XFN partners to 1) better understand how Messenger could be integrated into this complicated web of systems and 2) gauge how enthused each player would be to our participation in the ecosystem. Separately, the Stickers team released the Boxtrolls and Bee & PuppyCat sticker packs and are scheduled to Release our first Japanese pack, Piyomaru, on 10/9 before the mTeam visit to Tokyo.

Internet.org/FBS. In the last two weeks, Bryan got the BBC, Perform Group (Goal.com), and ESPN to all commit to Free Basic Services contributions. Additionally, Civil Society organizations — i.e. Nike Foundation (Girl Empowerment), UN Women, and DAI — are accelerating their typically-long development (and funding) cycles to participate in Internet.org launches.

Jackie did an incredible job building commitment in the Philippines through in-person meetings and speaking at the Social Good Summit in Manilla. [More details on the Philippines visit here]. Unfortunately, we hit a setback this week when Globe decided to not accept FB Messenger for FBS, which has led to a thrashy experience for our local Philippine content partners. As a result, we are working to improve the FBS launch process through stronger XFN coordination and communication on FBS requirements with carriers. [Full FBS Content Guidelines here] [Pipeline of upcoming launches here]

Lastly, over the last few weeks, we have focused on driving the narrative around Free Basic Services by participating in: The Digital Conference & Social Good Summit (hosted by Rappler & Globe), Uplinq (hosted by Qualcomm), a BabyCenter's All-hands, UN Special Envoy Roundtable (hosted by PM Gordon Brown), and Conversation on Women and Tech: Digital Access and Inclusion (hosted by Twitter).

From: Ime Archibong <ime@fb.com>

Date: Friday, September 12, 2014 at 5:40 PM

Cc: Jackie Chang <jackie@fb.com>, Bryan Hurren <bryanhurren@fb.com>, Konstantinos Papamiltiadis <kpapamiltiadis@fb.com>, Sean Heywood <seanheywood@fb.com>, Francesca de Quesada Covey <cesi@fb.com>, Chris Barbour <Chris.Barbour@fb.com>, Nada Batkovic Gregory <nada@fb.com>

Subject: [Product Partnerships] Update 9.12.14

== Goal Progress ==

- **Internet.org.** On track; vetting content partners in all potential H2 launch countries.
- **Platform.** 30% towards completion of H2 goal.
- **Messenger.** 63% towards completion of H2 goal.

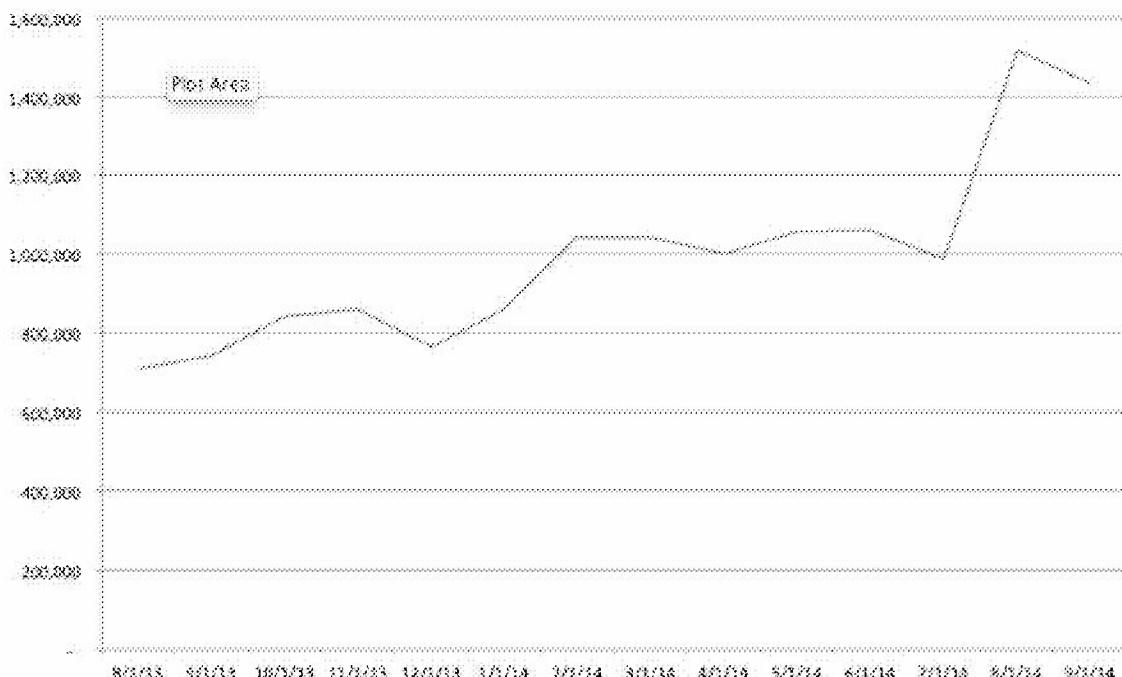
== Highlights ==

Internet.org/FBS. We continue to see strong momentum with our global content partners. Over the last few weeks, Bryan landed commitments from BabyCenter/MAMA (maternal health), Naspers/OLX (top classifieds provider for ~12 target countries), One Africa Media/BrighterMondays (Jobs provider in ~6 target countries), and UNICEF (commitment to health content for all future launch countries).

Additionally, UNICEF prepared ebola information content in <48 hours in anticipation of a Sept content update in Zambia...and also signed a technology partnership with Praekelt Foundation to deliver content solely for Internet.org.

This week, Wikipedia — who was our most cautious and conservative pre-launch partner — shared that their page views in Zambia grew ~50% since the FBS launch. It is early days here, but it's great to see Wikipedia even a little happy given their pre-launch stance. [See original post here]

Wikimedia Mobile Page Views in Zambia



Lastly, over the last few weeks, Jackie has stepped up to drive efficiency and scale across the team as we start to engage with more and more local content partners, across more countries. This leadership is critical to our collective success. Below is an example of how we are tracking country level progress. [Full progress tracking post]

Product Partnerships - TANZANIA

Category	Sub-Category	Proposed	Current Segment	Status
Social	Communication	Facebook	Global	Launched
Messaging	Communication	Messenger	Global	Launched
Reference	Information	Wikipedia	Global	Launched
Search	Information	Google	Global	Launched
Weather	Information	Accuweather	Global	Launched
Government	Information	n/a	n/a	On Track
Education 1	Education	Shule Direct	Local	Signed
News 1	News	Nation Media	Local	Engaged
News 2	News	Tanzania Today	Local	Signed
Health	Health	Facts for Life	Global	Launched
Maternal	Women	MAMA	Global	Launched
Girls	Women	Girl Effect	Global	Launched
Jobs	Finance	BrighterMonday	Regional	Signed
Classifieds	Finance	OLX	Regional	Signed
Sports/ Celeb	Entertainment	Goal.com	Global	Engaged
Agriculture	Extra	Infonet-Biovision	Local	Engaged

Legend: Gap, Identified, Engaged, Verbal, Signed, PE Tested (Launchable), Launched

Core Portfolio Completeness

- Target: 14 of 15 (93%)
- Current: 12 of 15 (80%)

Added to Pipeline: ~Aug 1, 20

Launch Schedule:

Partner Deadline	Se
Content Deadline	O
Launch	N

Language Coverage: TBD

- Swahili, English

Local/Regional Content %: S/

Team:

Prod. Partnerships	
Mobile Partnerships	
Partner Engineer	

== People ==

Since the last update we've had two new people join the team – **Francesca (Cesi) de Quesada Covey** and **Chris Barbour**. They've both already hit the ground running (on both Internet.org and Platform initiatives) and we are really excited to have them onboard.

From: lme Archibong <ime@fb.com>

Date: Friday, August 22, 2014 at 2:52 PM

Cc: Jackie Chang <jackie@fb.com>, Sean Heywood <seanheywood@fb.com>, Bryan Hurren <bryanhurren@fb.com>, Konstantinos Papamiltiadis <kpapamiltiadis@fb.com>

Subject: [Product Partnerships] Update 8.22.14

== Highlights ==

Platform. Konstantinos continues to lead our efforts to drive adoption of the products we announced at f8. These efforts materialized with a few solid launches this week. Skyscanner was the first ever partner to launch Anonymous Login in India and the US, Uber went live with FB login (great job, Sean & Dhiren) and 4 apps that integrated the Beta version of the iOS Like button are waiting approval from Apple. In parallel, we are making progress with MSFT and their integration of AppLinks in their native Bing app as well as the Index. We also kicked off internal conversations around the opportunity to include both MSFT and Google as equal partners in Applinks.org.

Internet.org/FBS. The solid response of the Zambian launch has positively impacted the nature of our conversations with content partners. Many of the potential partners we had been in conversations with are more keen to support the initiative. For example, BabyCenter recently signed on as a global partner that can help us scale the delivery of localized maternal health content around the globe. See Bryan's full FBS partner update here: [[FBS Partnership Update post](#)]

Messenger. As the evolution of this space continues, partner interest in our messenger products continues to grow. Sean leads these efforts and has met with a few partners to understand the potential opportunities, while we (FB) determine what product approach to pursue. For example, this week we hosted the Starbucks' Chief Strategy and Digital Officers. SBUX is exploring partnerships that would enable their digital loyalty currency to become more widely adopted and they believe FB/Messenger could be a good channel. On another note, the Stickers team released the Regular Show, Gumball, Pixar Expendables 3 and Power Rangers licensed sticker packs. We've also continued discussions with Asian sticker aggregators to help us source and curate sticker content with a focus on Japan and APAC.

Official Events (PPT). With the increase in referral traffic from FB and us emerging as one of their top 10 affiliates, TicketMaster continues to invest in Official Events. Jackie leads the LN/TM partnerships efforts and, along with a XFN FB team, plans to launch Ticketmaster sports events before the start of NFL season and international events shortly after. With the recent Ticketfly deal and ongoing pipeline with AEG, Paciolan, Frontgate, and Eventbrite, I suspect we'll continue to see good product momentum. Finally, we're considering a partnership with Bandsintown (who claims Ticketmaster/AEG only accounts for 10% of their events) to give them access to official event mapping in exchange for their data.

From: lme Archibong <ime@fb.com>

Date: Sunday, August 3, 2014 at 3:52 PM

Cc: Jackie Chang <jackie@fb.com>, Sean Heywood <seanheywood@fb.com>, Bryan Hurren <bryanhurren@fb.com>, Konstantinos Papamiltiadis <kpapamiltiadis@fb.com>

Subject: [Product Partnerships] Update 8.3.14

We had the entire team in MPK last week for our "on-site/off-site", which we used to finalize our H2 plans. During the offsite kickoff, we revisited an old press quote from Bob Pittman, the ClearChannel CEO, that touted Facebook for "knowing how to do partnerships" compared to other companies. Inspired by this quote, we recommitted ourselves to ensure that —

regardless of the product group + partnership/deal we're driving — Facebook is seen as THE top partnerships company around.

Our H2 goals and initiatives reflect this commitment. They include opportunities to *grow our community, increase utility, and improve our brand*. A few of the key initiatives and metrics that we will track this cycle include:

- **Internet.org.** Provide full free basic services (FBS) publisher category coverage (~12 partners) for all FBS H2 launches.
- **Platform.** Drive 50% platform product adoption across lighthouse partners (including migration to API v2.0); and increase the NPS score of our key developers by +5.
- **Messenger.** Execute 30 deals (everything from new Sticker packs to deep integrations, e.g. Uber).

There are a dozen other subgoals and metrics that we'll be tracking in H2 to ensure we're driving impact. Let me know if you're interested in seeing the full list.

== Recent Highlight ==

Free Basic Services (FBS). The public's response to the Internet.org content partners for the Zambia launch of Internet.org has been great to experience. Congrats to Bryan (along with legal, product, etc.) who did a yeoman's effort over the last few weeks to gain consent from key content partners like Wikipedia, Accuweather, and UNICEF. This is important work and I'm glad we're playing an important role in these efforts. I really like the early reviews in the Google Play store; see below.

The screenshot shows five user reviews for the Internet.org app on Google Play. Each review includes a profile picture, the reviewer's name, the date, a star rating, and a short comment.

- Nshinka Lupupa** (August 1, 2014): ★★★★★. Awesome stuff this is an excellent initiative. It helps tackle the challenge most users have of the lack of affordable internet in Zambia. Citizens need access to information and this app just does that for them... for free.
- boniface mwamba** (July 31, 2014): ★★★★★. Excellent App Excellent App Well done Facebook and Airtel
- Chikulu Kateka** (August 1, 2014): ★★★★★. Excellent initiative A very very good initiative #AirtelZambia. Panx a million, at least most of the necessary info in one place. Excellent.
- shekano sitali** (July 31, 2014): ★★★★★. Great achievement big ups Airtel : salute u
- bape mwanya** (July 31, 2014): ★★★★★. Its good that big companies are thinking of reducing the digital divide This is excellent work from Facebook and Airtel Zambia.

From: Ime Archibong <ime@fb.com>

Date: Saturday, June 28, 2014 at 8:02 AM

Cc: Jackie Chang <jackie@fb.com>, Bryan Hurren <bryanhurren@fb.com>, Konstantinos Papamiltiadis <kpapamiltiadis@fb.com>, Sean Heywood <seanheywood@fb.com>

Subject: [Product Partnerships] Update 6.27.14

It's hard to believe next week is already July! This last half has been fast and fun with the team hitting eleven out of the fourteen stretch goals we set in the beginning of the cycle. I'm proud of what we accomplish in H1 and getting more excited about H2. A few H1 highlights include:

- **f8.** Oh, good ol' f8. There is too much to say about the teamwork that went into making this years event special.
- **Ridge/Snacktime.** We closed deals with the top three indie music distributors (+20% of the iTunes catalogue), to help fill in the big catalogue gaps not provided by major music label deals.

- **Official Events.** Our longterm relationship investment in LiveNation/TicketMaster team helped close a data licensing and affiliate ticketing deal that amplified the launch of our Official Events product.

Our H2 planning is well underway. As always, our partnership goals will be aligned to support the product teams' agenda and goals. We will share our finalized goals soon. **Latest Full team update:** [[Link to Post](#)]

== Highlights ==

Free Basic Services (FBS). As the I.org team prepares to launch FOS + FBS programs around the globe in H2, our team continues to work on the identification and validation of, both the global and in-region, FBS content partners. Over the last two weeks, we have had solid Sr. level meetings with global content partners like Wikipedia, Weather.com, UNICEF, etc. to share the I.org vision and confirm their support. [[Read Bryan's latest update here](#)]

Platform. A few weeks ago at MPK, we hosted 18 influential platform partners — e.g. Zynga, SoundCloud, Dropbox, Uber, Pinterest — for a dialogue on the products we launched at f8 and to preview our H2 roadmap. There are several follow ups from the discussion and the partner feedback has been extremely positive. Beyond teasing out feedback, high touch events like these help us build trust and longterm commitment from these influential developers & companies —many of whom have experienced the historic ups and downs of our Platform. [[Read Konstantinos' Full Details](#)]

Messenger. While there has been a lot of conversation about a potential Uber + Messenger integration, our team took a step back to begin framing up a holistic view of the different Messenger partnership opportunities. We tried to call out partnerships that felt obvious; and those that felt not so obvious. Sean shared the framing with the Messenger PM team as they prepare to execute against their H2 roadmap. [[Read Sean's post here](#)]

Lastly, to support the World Cup initiatives, we executed two Messenger Sticker deals -- a Team USA sticker pack and a Nike Soccer sticker pack. Go Super Eagles!



From: Ime Archibong <ime@fb.com>

Date: Friday, May 30, 2014 at 4:10 PM

Cc: Jackie Chang <jackie@fb.com>, Monica Mosseri <mwalsh@fb.com>, Bryan Hurren <bryanhurren@fb.com>, Konstantinos Papamiltiadis <kpapamiltiadis@fb.com>, Sean Heywood <seanheywood@fb.com>, Nada Batkovic Gregory <nada@fb.com>

Subject: [Product Partnerships] Update 5.30.14

With a little over a month left in H1, we are now tracking above our aggressive 50/50 goals (8- complete; 6 - at risk; 3- slip to H2). The next month will be 1) a sprint to drive our critical goals to closure, e.g. internet.org basic service partners, and 2) the beginning of us looking towards H2 planning alongside the product teams. Given the number of partner heavy products

launched in H1, e.g. All f8 tools, Verified Events, Ridge, etc., our team's H2 goals will comprise of both scaling these products with other strategic partners and also supporting new initiatives. **Full team update:** ([Link to post](#))

Highlights:

***FOS:FBS.** With Facebook Operator Solutions + Facebook Basic Services on track to launch in the beginning H2 across a handful of countries, we're moving fast to validate and on-board ~12 basic services partners in each launch country. Our aim is to have basic services coverage across five categories [education, health, finance, communication, information], by taking two approaches: (1) partner with companies that will provide global coverage, e.g. Wikipedia, WhatsApp, Weather.com, etc. and (2) partner with in region companies that provide a more micro-level & local coverage. Over the next 2 weeks, we will be doing some in country partner validation in Zambia, Rwanda, Uganda and Ghana in anticipation of a FOS:FBS launch with Airtel.

***Utility.** Ridge & Snacktime launched last week and the response from the consumer and tech press has been generally positive. While there is still significant partnership and deal work to be done in order to reach the global coverage that we'd desire, it's great to celebrate the months/years of work that were put into this launch. Shout out to Monica and KP who have been working with our music partners to obtain the :30sec previews for SnackTime; and special shout out to Monica who has been working to close content deals with InGrooves, TheOrchard and TuneCore. Speaking of Monica...

As many of you know, Monica's last day at Facebook will be next Monday. I'd be lying if I said that I didn't get a bit emotional reading her post this week while I was stuck in a hotel room in NYC. I really wish I had been in the office with everyone to celebrate the amazing impact that she's had on this team and the company over the last 7 years. She'll be missed!

From: Ime Archibong <ime@fb.com>

Date: Monday, May 5, 2014 3:54 PM

Cc: Jackie Chang <jackie@fb.com>, Monica Mosseri <mwalsh@fb.com>, Bryan Hurren <bryanhurren@fb.com>, Konstantinos Papamiltiadis <kpapamiltiadis@fb.com>, Sean Heywood <seanheywood@fb.com>, Nada Batkovic Gregory <nada@fb.com>

Subject: [Product Partnerships] Update 5.5.14

Despite f8 gobbling up most of the team's oxygen over the last few weeks, we have been plugging away at a number of initiatives aimed to support and accelerate product strategy across FB. Let us know if you have any questions. **Full team update:** ([Link to post](#))

Highlights:

***Growth.** During last week's product review, Mark directionally approved the Internet.org Basic Services partner matrix. With only a few changes to be made, this matrix has a list of our potential i.org basic service partners by service by country by platform coverage (see below). The next step is to validate these partners and services with in-country local authorities.

***Engagement.** A few months ago, we gave the video team an informal challenge to build such a great product that our team's partner meetings with YouTube became uncomfortable. Well, they are almost there. YouTube reached recently to (1) enquire about the reach and engagement on their embeds and (2) to inform us about policy changes that they are making regarding the way 3rd parties use and display YouTube embeds. Their policy changes are to "protect their video creators" and will impact the number of ads a 3rd party site/app can put around their video embeds. The changes will also require a minimum level of analytics instrumentation to be in place on 3rd party sites. YouTube signaled that these changes won't impact FB too much, but we're closely tracking to ensure that is the case. Lastly, GoPro has yet to respond to our scoped down proposal. I suspect this delay is due to a combination of being distracted by their IPO prep and GoPro being underwhelmed with our proposal.

***Utility.** I could not have been more proud about the way f8 went this year. The team put a tremendous amount of effort into the week running up to the event and it paid off. From the early morning VIP event to the keynote and tracks, our partner support and integrations really delivered for us this year. Many folks have claimed that this f8 was the most professional to date. Now the real work begins, as partners and developers begin to reach out to adopt the new tools that were launched and

discussed at the event. Beyond f8 in the Utility world, last week, Verified Events launched in partnership with LiveNation/Ticketmaster. Jackie and others did a phenomenal job in aligning launch roadmaps with such a tricky partner.

Basic Service Platform Su

	EDUCATION	HEALTH	FINANCE	COMMUNICATION	INFORMATION
EDUCATION	about.com	HCL Learning	Akreditor	Studydrive	For Studydrive
EDUCATION	Quora	Google Health	Facebook	BrightTalk	NetGalley
HEALTH	WebMD	Bethesda	Facebook	Healthline	Reproductive Health
HEALTH	WebMD	Marketplace	Facebook	Marketplace	Marketplace
FINANCE	N/A	Reuters Marketlight	Money Corps RightOn	Phones for Farmers	Acapio
FINANCE	Facebook	Facebook	Facebook	Job Xpress	OCX
FINANCE	Chase	Facebook	Facebook	OCX	Value Added
FINANCE	Yahoo Finance	Market Share Research	Facebook	Job Xpress	Business Solutions
COMMUNICATION	Facebook	Facebook	Facebook	Facebook	Facebook
COMMUNICATION	WhatsApp	WhatsApp	WhatsApp	WhatsApp	WhatsApp
COMMUNICATION	Facebook	Facebook	Facebook	Facebook	Facebook
INFORMATION	Wikipedia	Encyclopedia	Yandex	Xinhua	Yahoo
INFORMATION	Wikipedia	Wikipedia	Wikidex	Macmillan	Yahoo
INFORMATION	Dictionary.com	Dictionary	Oxford	Oxford	Dictionary.com
INFORMATION	Google	Google	Google	Google	Google

From: Ime Archibong <ime@fb.com>

Date: Sunday, April 13, 2014 7:20 AM

To: Ime Archibong <ime@fb.com>

Cc: Jackie Chang <jackie@fb.com>, Monica Mosseri <mwalsh@fb.com>, Bryan Hurren <bryanhurren@fb.com>, Konstantinos Papamiltiadis <kpapamiltiadis@fb.com>, Sean Heywood <seanheywood@fb.com>

Subject: [Product Partnerships] Update 4.13.14

"Can't Stop, Won't Stop" is the team's current theme song, given our steady march to f8 and the number of other hi-pri partner initiatives we are driving to support and accelerate product strategy across the company. Let us know if you have any questions. **Full team update:** ([Link to Post](#))

Highlights:

***Utility.** While f8 is top of mind for most folks, it is only one of a few initiatives in the Utility world that are top of mind for us right now. There is also a lot of activity happening in the land of People, Places, and Things. For example, Ridge -- "Shazam in the FB composer"-- is open for employee dogfooding and only weeks away from launch. Monica has done a great job in establishing relationships with the indie music distributors and is now working on closing out deal discussions with TheOrchard, InGrooves, and TuneCore. Collectively, these top three indie music distributors make up ~20% of the music in the iTunes catalogue -- so these deals are essential for us to have solid coverage in our product. On the TV side of things, we need to reach out to the dozens of TV networks and content creators to ensure they are not surprised by Ridge.

***Growth.** Peter M. has a great post ([link to post](#)) that discusses the testing that he and the Messenger team have planned around the revamp of the Composer. A few recent, but brief, conversations between Mark and the CEOs of Spotify ([link to post & mocks](#)) and Uber suggest that there is strong partner interest in supporting any FB vision that we have in bringing people closer together and expressing themselves in whatever way makes sense through Messenger. We'll be kicking off a xfn effort this week to explore potential Messenger integrations and monetization opportunities.

***Engagement.** We'll likely present GoPro with a proposal that narrows the scope of our partnership opportunity down to three things: (1) integration of a FB video API to push and pull files from our storage infrastructure, (2) video embeds and (3) shared metadata. GoPro wants FB to help them monetize their content, which we do not have a solution for yet. It's not yet clear how much this will or will not prevent us from working together. In the short run, the direct benefit of partnering with GoPro would be to capture the value that their content generates, e.g. increased time spent on FB, engagement and data. The indirect benefit is that we could create a lighthouse integration that would influence the larger video publishing tools industry — guiding TV broadcasters, movie studios, and any other professional content creator on how to get their video content on Facebook. The key companies to influence are Apple and Adobe whose editing products, Final Cut Pro and Premire Pro, make up ~50% of today's video editing tools market.

As an aside, there is part of me that believes that GoPro has the potential to grab a nice share of the "family camcorder of the future" market, i.e. a lot of weddings, graduations, kid's birthday party, ski trips, and special events will be recorded by one of their devices. While public content is the key focus right now, it would be great if we could do something cheaply that establishes FB as the new aged "home movies shelf" for all these personal videos. Facebook feels like a natural home for this content, not YouTube. Lastly, this content might serve as a beachhead for us in establishing more of a presence in the living room and on 10ft display devices. Potentially, bringing some real value to the terrible Facebook TV apps that every 10ft device company out there tries to build (see screenshot below).

AT&T LTE 4:03 PM

Search

 **Jon Vanhala**
37 minutes ago via Samsung Smart TV

trying out (again) the facebook app for
samsung connected tv's.... try again in 6
months...

 Like  Comment  Share

Be the first person to like this.

From: Ime Archibong <ime@fb.com>
Date: Sunday, March 30, 2014 9:57 AM
To: Ime Archibong <ime@fb.com>
Cc: Bryan Hurren <bryanhurren@fb.com>, Jackie Chang <jackie@fb.com>, Konstantinos Papamiltiadis <kpapamiltiadis@fb.com>, Monica Mosseri <mwalsh@fb.com>, Sean Heywood <seanheywood@fb.com>
Subject: [Product Partnerships] Update 3.30.14

It's hard to believe that it is already the end of the month. With F8 rapidly approaching and our continued focus on accelerating strategy across all product pillars via partnerships, the term "march madness" described more than just the basketball tournament over these last few weeks :) **Full team**

update: <https://www.facebook.com/groups/397787503603204/permalink/649853311729954/>

Highlights:

***Utility.** The road to F8 has always been paved with partners. To date, we have on-boarded or discussed Login v4 with +20 partners, we have +12 partners that have adopted App Links, and a handful of partners currently exploring the Messenger Dialog. Additionally, Konstantinos has done a solid job in locking in verbal commitments from Quip, Appurify, Asana, SurveyMonkey, and Desk.com to participate in the Startup Program that we will announce at F8. Lastly, the F8

panel, *Disruptive Mobile Businesses*, has received panelist confirmations from senior level folks at Pinterest, Square, Beats Music, and Estimote (still waiting on Uber).

***Engagement.** The video space continues to heat up as various companies, including us, make moves to own different parts of the ecosystem, e.g. Disney paying ~\$1B for Maker Studio and Yahoo starting to court YouTube stars. On Monday, YouTube will name GoPro as the top brand on their platform. Ironically, GoPro recently signaled their interest in working closer with FB instead of YT. The goal would be to leverage FB's infrastructure to house all content created by GoPro content creators and increase the amount of GoPro content that is shared on Facebook. Working with GoPro could be an interesting way for us to start learning about how to expand FB's infrastructure to all content creators, so that it can be easily share with the audience they care about.

***Growth.** Bryan has framed up an interesting FB platform centric approach to plug into basic services that are less intimidating for operators to \$0-rate. The xfn team is talking through this idea with edX and Airtel to determine the viability of this approach. Also, the work to validate the basic services matrix continues. Early feedback suggests that we will have a challenge in finding a high efficacy solution that is also easily scalable.

Lastly, a few weeks ago, Sean Heywood joined the product partnerships team. Sean was most recently an entrepreneur but has previously spent time at Google, McKinsey and Morgan Stanley. It's been great to see how quickly he has been able to make an impact on the team. Make sure you welcome him to the FB family when you see him.

From: Ime Archibong <ime@fb.com>

Date: Saturday, March 15, 2014 12:21 PM

To: Ime Archibong <ime@fb.com>

Subject: [Product Partnerships] Update 3.15.14

As someone keenly pointed out yesterday, "...the product partnerships team is *so busy*." Yes, indeed. We have been operating on full tilt for the last few weeks, but remain energized and focused on our goal of accelerating Facebook's product strategy through partnerships and integrations. **Full team**

update: <https://www.facebook.com/groups/397787503603204/644189275629691>

Highlights:

***VIDEO (Engagement).** Back in 2011, this team kicked off an internal thread that flagged video apps, e.g. YouTube, as an engagement threat to FB in the long-run. Whether right or not in '11, the current video initiatives from the product and partnerships teams have created a positive momentum that should have us all confident that in our ability to shore up any strategic engagement risks from the online video ecosystem. Most recently, we met with the VEVO (YouTube's #1 partner channel) senior team, including their Founder/CEO. They left our meeting a quickly tested the native video product and were immediately encouraged by the test results. They were so encouraged that they committed to posting more native video; and just last week started paying (\$\$) for additional distribution of their video posts.

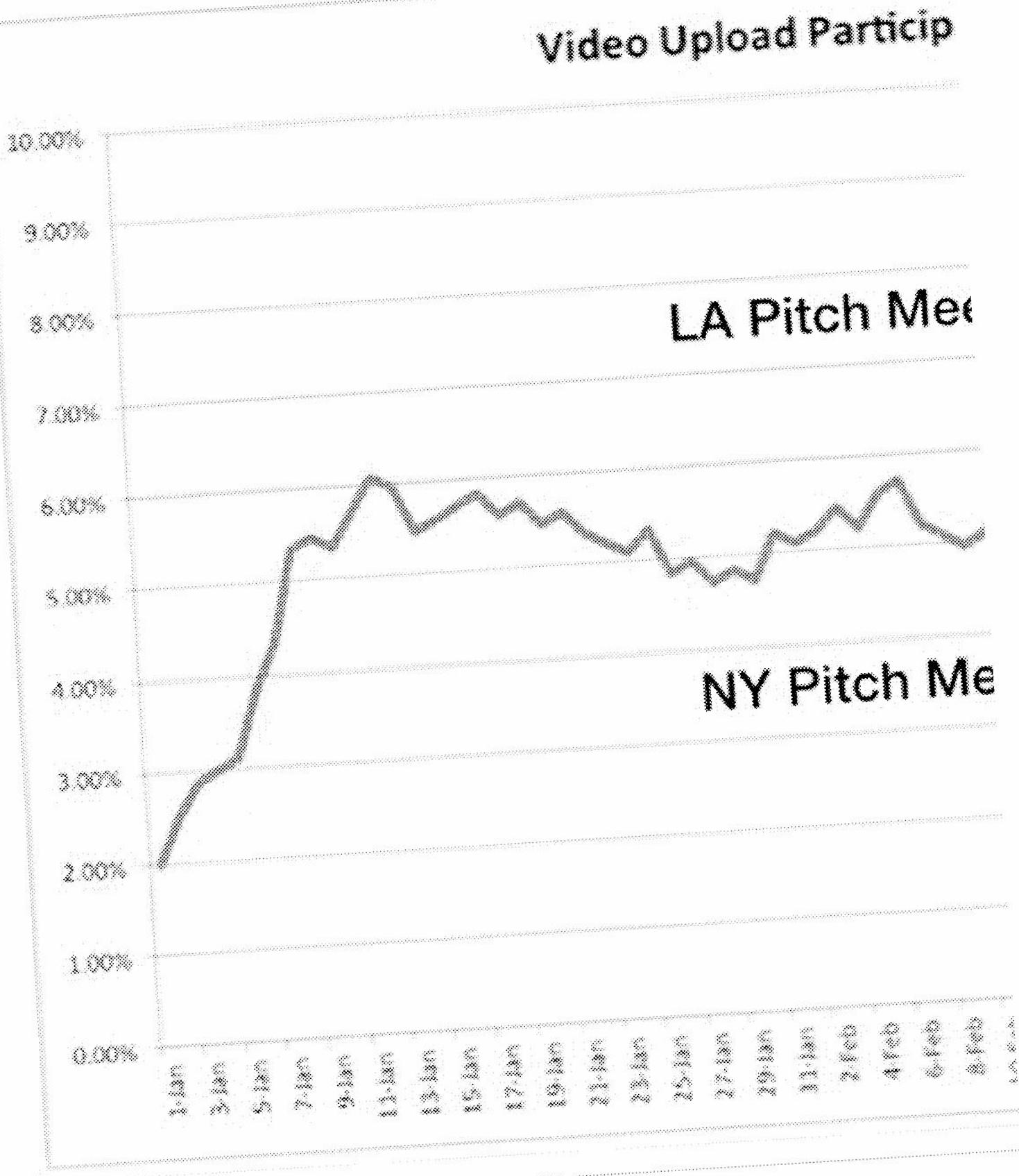
Below is a graph that highlights the impact of the partnerships teams' efforts on the daily Page video posting metrics.
#2014yearofvideo

***INTERNET.ORG (Growth).** For the I.ORG/FOS efforts to truly deliver value to people around the globe, it's critical that our 'basic services' partners support the *right services*, *specific* to each country. We've built out a matrix that identifies the potential 'basic service' partners for smartphones -- broken out by 14 basic services x 6 priority countries x an average of ~10 local languages. The matrix is currently undergoing validation from 3rd parties and in- market FB policy and partnerships teams. The amount of analysis and work involved in accurately pulling together something of this complexity is non-trivial (especially when you consider that this matrix needs to be repurposed and vetted for feature phone services as well). I'm glad we're taking a very thorough and thoughtful approach towards identifying these partners -- this work is so important for the impact we can have on this planet.

***[F8] (Utility::Platform).** Last Saturday at SXSW, we publicly announced F8. As a result, all we heard from developers the rest of the week was, "how do I get a ticket?" Given the early partnerships traction on App Links and the team's focus on

identifying the right partners for the two new Login experiences, my sense is that a solid partner narrative for F8 is beginning to materialize. T- 47 days!

FYI - In 2011, Facebook had less than two dozen people (officially) at SXSW, who simply tried to make sure FB understood the conference narrative. Fast forward three years and, last week, we had +75 employees officially attending the 2014 conference. This year FB transitioned from simply understanding the conference narrative to helping drive the narrative: We delivered keynote speeches, launched the F8 website, spoke on multiple panels, and hosted +6 developer, advertiser, press & partnership events. A few SXSW write-ups worth a quick read: (1) [Platform](#) (2) [SMB](#) (3) [Public Content](#)



From: Ime Archibong <ime@fb.com>
Date: Tuesday, February 25, 2014 11:05 PM
To: Ime Archibong <ime@fb.com>
Subject: [Product Partnerships] Update 2.25.14

A few good weeks for the Product partnerships team. The team's focus remains on *accelerating product strategy through partner integrations* across all of our main product pillars -- but with the internal announcement of f8, we'll spend an increased amount of time over the next few weeks on Utility::Platform partnerships. #buckleupforf8. Let me know if you have questions.

Highlights:

***#Shiplove, globally/The March to f8 (Utility).** Part of our responsibility is to ensure FB is the best partnerships company on the planet, so it is worth highlighting some of our recent traction in EMEA. Mixcloud (UK), Deezer (FR), Shazam (UK), and many other EMEA partners, in advance of f8, that have moved fast to integrate a variety of products — including the Ad Network, App Links, and Share to Messenger dialog. See complete status of all f8 product integrations in the 'Full Update' link below.

***Video partnerships (Engagement).** The team's work has put FB in a position where we are now beta testing native video (or have testing commitments) with seven out of ten of YouTube's top channel partners. While our current video strategy avoids replicating YT's product, gaining traction and building relationships with these companies (see highlighted below) is key for a few reasons: (1) we've learned that more video == uplift in engagement, (2) empirical data suggests these content categories perform well on FB, (3) these particular partners' participation lends additional legitimacy to our product and (4) a strong partnership gives us the option value to expand our video product strategy in the future.

***Real World Identity (Utility).** Partnerships will be critical, as we begin to explore how to tactfully bring Facebook identity into a real world filled with connected devices everywhere, e.g. living room, restaurants, and SMBs of the future. Last week, we hosted a full day hack/brainstorming session with Estimote, a BLE beacon company, that is keen to work with us on this problem. Several teams all across the company were involved, i.e Parse, HW/WiFi, iOS & Android devs, Partner Engineering, Identity/Aura team, etc.

Full update: <https://www.facebook.com/groups/397787503603204/permalink/636077999774152/>

Top YouTube Partner Channels Ranked by Unique Video Viewers

January 2014

Total U.S. -- Home and Work Locations

Content Videos Only (Ad Videos Not Included)

Source: comScore Video Metrix

Property	Total Unique Viewers (000)	Videos (000)	Minutes p Viewer
VEVO @ YouTube	36,088	603,240	48.8
ZEFR @ YouTube	31,361	168,694	12.8
Fullscreen @ YouTube	26,412	376,739	40.6
Maker Studios Inc. @ YouTube	25,790	534,962	63.4
Warner Music @ YouTube	22,859	154,801	19.1
UMG @ YouTube	19,157	71,188	10.5
warnerbros.vip @ YouTube	18,200	53,972	8.4
The Orchard @ YouTube	18,029	75,590	11.3
rumblefish @ YouTube	17,476	47,476	7.1
GEICO @ YouTube	14,114	36,177	3.3

From: Ime Archibong <ime@fb.com>

Date: Thursday, February 13, 2014 8:45 PM

To: Ime Archibong <ime@fb.com>

Subject: [Product Partnerships] Update 2.13.14

The Product Partnerships team -- focused on supporting and accelerating product strategy through partner integrations -- has had a jammed packed H1'14, so I'm reviving these bi-weekly (or so) updates in order to keep everyone in the loop. At a high-level, the team is driving partnership engagements that span all four of the company's main product pillars (aka the Formula), i.e. growth/people, engagement/time, utility, and core biz/\$.

Highlights:

***Internet.org (Growth).** The inbound partnerships interest that the [Ericsson/Internet.org Hackathon](#) generated has been incredible. In conjunction with the Mobile Partnerships team, we're exploring how to scale this experience by adding additional structure and support (e.g. Parse access, FB lab access, etc.) to future initiatives.

***The march to f8 (Utility).** We're currently reaching out to partners on several developer-focused initiatives, i.e. Platform Simplification (PS12N), App Links, Instant Personalization deprecation, Login v4, etc.. Individually, each of these initiatives has a strategic importance to the future of our Platform, Open Graph products, and Graph Search. Collectively, they arm Facebook with a solid f8 narrative of 'trust' for developers and people.

***Video/Music partnerships (Engagement/Utility).** As of yesterday, we have closed the content & metadata ingestion deals with all the major music labels -- i.e. UMG, WMG, SME. We're drifting off of these Ridge deals momentum, to negotiation the

uploading of music videos directly into our native video player, similar to what the labels currently allow on YT. Outside of music -- which really matters --, the team has also gained early traction with two large YT content partners; i.e. Fullscreen (#2 largest YT partner) and Makers Studios (#4). Note: Meetings have been set with #1 (VEVO) and #3 (ZEFR) over the next few weeks.

***#Ship(Partnership)Love.** Part of our team's responsibility and vision is to make sure Facebook is the best partnerships company in the world. The company's #ShipLove mantra of 2014 fits well with our vision and has inspired us to go above and beyond in our interactions with partners in '14. We've started this effort by focusing on both small partners (the creation of a *Start-ups Program*) and large/strategic partners (creation of a key *Developer Council* <--name still tbd).

Full update: <https://www.facebook.com/groups/397787503603204/permalink/630337993681486/>