URL: https://stvp.stanford.edu/clips/instrument-everything

In this clip, Square and Twitter Co-Founder Jack Dorsey articulates his passion to measure and instrument everything for the collection of data. Based on his experience of having to "fly blind" at Twitter, when it came to early systems and data, the first thing Dorsey programmed at Square was the system administration dashboard.

Transcript

And one of my greatest lessons that I learned in starting and running Twitter and starting and running Square was how important it is to instrument all usage.. You have to instrument everything.. For the first two years of Twitter's life, we were flying blind.. We had no idea what was going on with the network.. We had no idea what was going on with the system, with how people were using it.. We were making guesses.. We were basing everything on intuition instead of having a good balance between intuition and data.. We were going down all the time because of it, because we could not see what was happening.. So, the first thing I wrote for Square on the server was an admin dashboard.. We have a very, very strong discipline within the company, which is now 72 people, to log everything, to measure everything and to test everything..

We treat the dashboard, we treat the analytics, we treat the data as a product.. We call it the inference team.. Their job is to instrument all usage and infer all action.. That's something that we need.. But it's also something that our users need.. All that data is really, really interesting.. It speaks to a market that has never really been addressed.. Ninety-four percent of commerce is still offline.. Only 6% has moved online.. So, it's a massive, massive market and they have no tools whatsoever...