

# EMILY KRAMER

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

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# Emily Kramer - 双语对照

This is a bilingual transcript of the key conversation segments from Lenny's Podcast featuring Emily Kramer.

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## [00:00:00] Emily Kramer

**English:**

Forget the product marketing content partner, demand and growth, forget all of it, and just think of marketing as you need a fuel and you need an engine. And goal is like all the things that you're creating. I mean this should be obvious, but it's the content, it's the word, it's the design in some regard. All the things that you're making, all the things that are going to add value. An engine is how you get it out to the right people. And all of the tracking of that and sort of the ops work I put under engine, everyone needs an engine.

**中文翻译:**

先忘掉什么产品营销、内容合作伙伴、需求生成和增长之类的术语，把它们通通抛在脑后。你只需要把营销想象成两部分：你需要“燃料”和“引擎”。所谓“燃料”，就是你创造的所有东西。这听起来显而易见，但它包含了内容、文字，以及某种程度上的设计。也就是你制作的所有能产生价值的东西。而“引擎”则是你将这些东西传递给目标受众的方式。我把所有的追踪监测和运营（Ops）工作都归类为“引擎”，每个人都需要一个引擎。

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## [00:00:28] Emily Kramer

**English:**

And the question is, where do you have the biggest challenge right now? Or where do you think if you did more, you would grow faster? Is it on fuel side or is on the engine side?

**中文翻译:**

所以问题在于：你目前最大的挑战在哪里？或者你认为如果在哪个方面多投入一点，增长会更快？是在“燃料”端，还是在“引擎”端？

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## [00:00:37] Lenny

**English:**

Welcome to Lenny's Podcast. I'm Lenny, and my goal here is to help you get better at the craft of building and growing products. I interview world class product leaders and growth experts to learn from their hard one experience building and scaling today's most successful products. Today my guest is Emily Kramer. Emily led and built the marketing teams at Asana, Carta, Ticketfly and Astro, which was a startup acquired by Slack. She's one of the first marketers to be hired at all four companies, and has been

instrumental in helping these companies build their marketing function, grow their products, and build their brands.

#### 中文翻译:

欢迎来到 Lenny 的播客。我是 Lenny，我的目标是帮助大家提升构建和增长产品的能力。我会采访世界级的产品领导者和增长专家，从他们构建和扩展当今最成功产品的宝贵经验中学习。今天的嘉宾是 Emily Kramer。Emily 曾领导并组建了 Asana、Carta、Ticketfly 和 Astro（后被 Slack 收购）的营销团队。她是这四家公司聘请的首批营销人员之一，在帮助这些公司建立营销职能、推动产品增长和塑造品牌方面起到了关键作用。

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### [00:01:11] Lenny

#### English:

She also writes my favorite newsletter on marketing, MKT1. And the best compliment that I can give her is that she's a marketer that thinks like a product manager. In our chat, Emily shares a ton of concrete advice on what to look for in your first marketing hire, what the different archetypes of marketers are, and who you should look for based on your business model. How to work with marketing effectively as a product team, and also what red flags to look for that tell you that your marketing team is not doing a great job.

#### 中文翻译:

她还撰写了我最喜欢的营销类时事通讯——MKT1。我能给她的最高评价是：她是一位像产品经理一样思考的营销专家。在我们的对话中，Emily 分享了大量具体的建议，包括：在招聘第一个营销人员时应该看重什么；营销人员有哪些不同的原型（Archetypes）；如何根据你的商业模式寻找合适的人选；作为产品团队如何与营销部门高效协作；以及哪些“危险信号”（Red flags）预示着你的营销团队表现不佳。

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### [00:01:39] Lenny

#### English:

Emily is super specific and incredibly concrete with her advice, including sharing a ton of templates that you can immediately use that we link to in the share rooms. I always learn a ton talking to Emily and I can't wait for you to hear this episode. And so with that, I bring you Emily Kramer.

#### 中文翻译:

Emily 的建议非常具体且务实，她还分享了许多可以直接使用的模板，我们已将链接放在了资源区。每次和 Emily 聊天我都能学到很多，我迫不及待想让大家听到这一集。那么，让我们欢迎 Emily Kramer。

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### [00:02:14] Lenny

#### English:

John, give us a behind the scenes at Amplitude. When most people think of Amplitude they think of product analytics, but now you're getting into experimentation and even just launch a CDP. What's the thought process there?

#### 中文翻译:

John，给我们讲讲 Amplitude 的幕后故事吧。大多数人提到 Amplitude 都会想到产品分析（Product Analytics），但现在你们开始涉足实验平台（Experimentation），甚至刚刚推出了 CDP（客户数据平台）。这背后的思考逻辑是什么？

[00:02:35] John Cutler

**English:**

Well, we've always thought of Amplitude as being about supporting the full product loop. Think collect data, inform that, ship experiments and learn. That's the heart of growth to us. So the big aha was seeing how many customers were using Amplitude to analyze experiments, use segments for outreach and send data to other destinations. Experiment in CDP came out of listening to and observing our customers.

**中文翻译:**

其实，我们认为 Amplitude 的核心是支持完整的产品闭环（Product Loop）。也就是说：收集数据、获取洞察、发布实验并学习。对我们来说，这就是增长的核心。我们发现很多客户已经在用 Amplitude 分析实验、通过分群进行触达，并将数据发送到其他目的地。所以，实验平台和 CDP 的诞生是源于对客户需求的倾听和观察。

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[00:03:50] Emily Kramer

**English:**

Yeah. Thanks for having me. Looking forward to chatting with you in depth here.

**中文翻译:**

好的，谢谢你的邀请。很期待在这里和你深入交流。

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[00:04:16] Emily Kramer

**English:**

For sure. And theme of my career has been building out marketing teams at B2B startups. So early in my career I was in advertising, went to business school. But after that I started doing the startup thing and I was at Ticketfly, I was like the second marketer. And then I went to Asana where I was the first marketer when they were about 30, 35 people and built up that team and led the team for just under four years. And then I went to a small seed funded company, help them raise rates and eventually went to Carta, which was about 300 people when I joined-ish give or take, but didn't have a marketing function at the time.

**中文翻译:**

当然可以。我职业生涯的主题一直是为 B2B 初创公司组建营销团队。职业生涯早期我在广告界工作，后来读了商学院。在那之后，我开始投身初创领域。在 Ticketfly 时，我是第二号营销人员。随后我加入了 Asana，当时公司只有 30 到 35 人，我是第一号营销人员，我在那里组建并领导了团队近四年。之后我加入了一家获得种子轮融资的小公司，帮他们完成了融资，最后去了 Carta。我加入 Carta 时公司大约有 300 人左右，但当时还没有正式的营销职能。

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[00:05:42] Lenny

**English:**

I don't think I've told you this but many founders have mentioned you as one of their most helpful angel investors that they've had on their cap table. It just comes up often when we co-invest. And the things

that you help them most with as far as I understand is marketing advice, go to market advice, hiring marketing people.

**中文翻译:**

我想我还没告诉过你，很多创始人提到你时，都说你是他们股权结构表（Cap table）中最能提供帮助的天使投资人之一。在我们共同投资时，经常能听到这种评价。据我所知，你对他们帮助最大的地方在于营销建议、进入市场（GTM）策略以及招聘营销人才。

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**[00:06:33] Emily Kramer**

**English:**

And just to add to that, it's even hard for marketers to hire other marketers. It's even confusing for marketers to know where they fit in. And if they haven't been hired yet exactly what world they should be looking at or exactly who else they should be hired on the team. While it's very confusing for founders and people who haven't kind of been in a larger marketing team to understand all the different function, like also confusing for marketers. And I think that's just because there's so many different sub functions of marketing and there's so many different things that marketers could do.

**中文翻译:**

补充一点，其实营销人员招聘其他营销人员也很难。甚至营销人员自己也很难搞清楚自己适合什么样的位置。如果他们还没被录用，他们往往不知道该关注哪个领域，或者团队里还需要招什么样的人。虽然对于创始人或没待过大型营销团队的人来说，理解各种职能很困惑，但对营销人员来说同样如此。我认为这是因为营销有很多子职能（Sub-functions），营销人员能做的事情实在太多样了。

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**[00:07:33] Emily Kramer**

**English:**

One, is like you don't know as a founder or someone else doing a marketing hiring for the first person, you don't know what you're going to be doing in marketing. You don't know what your big levers are going to be, you don't know what's going to work. And so you hire a marketer thinking they're like smart, they've done this before. But really they haven't done the thing that you need to do before. So I see that especially with business model where I think having the right business model experience is almost more important than having industry experience or experience with that audience.

**中文翻译:**

首先，作为创始人或负责招聘第一个营销人员的人，你可能并不知道营销具体要做什么。你不知道核心杠杆在哪里，不知道什么方法奏效。于是你招了一个营销人员，觉得他们很聪明、以前做过。但实际上，他们以前做的事情可能并不是你现在需要的。我发现尤其在商业模式（Business Model）方面，拥有匹配的商业模式经验，几乎比拥有行业经验或特定受众经验更重要。

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**[00:08:39] Emily Kramer**

**English:**

Are you doing bottom up product led growth or have a free version? Or whatever it is. Those types of things matter a lot. Because the set of marketing activities is just wildly different which I'm sure we'll go into. So to kind of summarize here, what I'd tell founders is I usually start when I talk to founders about who you need to hire in marketing. Because usually the question is, I think I need a marketer, who do I

hire? And my critic question, let's try to nail this down because there isn't one answer. It very much depends.

#### 中文翻译:

你是做自下而上的产品驱动增长 (PLG)，还是有免费版本？或者是其他模式？这些因素至关重要。因为不同模式下的营销活动组合是截然不同的，我们稍后会详细讨论。总而言之，当创始人问我“我需要招个营销人员，该招谁？”时，我通常会先帮他们明确需求，因为这没有标准答案，完全取决于具体情况。