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Jason M Lemkin - 双语对照

This document provides a bilingual transcript of the key conversation segments from Lenny's Podcast featuring Jason Lemkin, founder of SaaStr.

[00:00:00] Jason Lemkin

English:

Here's the mistake that 99% of founders and sales reps make. We're not really selling in B2B, we're solving problems. Our job as sales reps in SaaS is to not sell a used car, okay? We are selling a Tesla Model 3 performance. It has competition, I might not need it this week, but it's pretty darn good. Let me help you get you into that Model 3 performance today. I've even got a special discount for the end of this month, and let me just help you. I've spent four calls answering all your questions and I've explained to you all the things and why the supercharging network is better than the regular one that doesn't really work at the charger near your house. I've gone on Google and I've seen there's no charging network near your house. There's only Superchargers. I got you, don't I? That's the job of SaaS and sales because we're not selling commodities.

中文翻译:

这是 99% 的创始人和销售代表都会犯的错误：在 B2B 领域，我们其实不是在"卖"东西，而是在解决问题。作为 SaaS（软件即服务）领域的销售，我们的职责不是去卖一辆二手破车。我们卖的是特斯拉 Model 3 高性能版。它有竞争对手，我这周可能也未必非买不可，但它确实非常出色。让我今天就帮你开上这辆 Model 3 吧。我甚至还为你申请到了本月底的特别折扣，让我来帮你搞定。我花了四次通话的时间来回答你所有的问题，解释了方方面面，告诉你为什么特斯拉的超级充电网络比你家附近那个总坏的普通充电桩要好。我上 Google 查过了，你家附近根本没有别的充电网络，只有超级充电桩。我完全理解你的需求，对吧？这就是 SaaS 销售的工作，因为我们卖的不是大宗商品。

[00:00:48] Lenny

English:

Today, my guest is Jason Lemkin. Jason created and runs Saastr, the world's largest community for SaaS and B2B founders. He also runs two of the biggest town conferences every year, one in the Bay Area, which attracts over 15,000 people, and one in Europe with over 3,000 SaaS executives, founders, and entrepreneurs. Before Saastr, Jason was the CEO and co-founder of EchoSign, which he grew to over 100 million ARR and then sold to Adobe where he ended up as a vice president of their web services business. If you follow Jason on Twitter or LinkedIn, you know how much wisdom he has to share about all aspects of building a successful SaaS business.

中文翻译:

今天的嘉宾是 Jason Lemkin。Jason 创建并经营着 SaaStr，这是全球最大的 SaaS 和 B2B 创始人社区。他每年还举办两场规模宏大的行业峰会，一场在湾区，吸引超过 1.5 万人参加；另一场在欧洲，有 3000 多名 SaaS 高管、创始人和企业家出席。在创办 SaaStr 之前，Jason 是 EchoSign 的首席执行官兼联合创始人，他将该公

司的 ARR（年度经常性收入）做到了 1 亿多美元，随后将其卖给了 Adobe，并最终担任 Adobe Web 服务业务的副总裁。如果你在 Twitter 或 LinkedIn 上关注了 Jason，你就会知道他在构建成功的 SaaS 业务方面有着多么深厚的智慧。

[00:01:27] Lenny

English:

In our conversation, we focus on what I find most product leaders have the least experience in, building a sales team. We get very practical and tactical on how long you should wait to hire your first salesperson, what your one to two first hire should look like, why you should actually hire two salespeople, not just one initially, how to comp them, how to interview them, when it's time to hire a VP of sales, how to avoid your salespeople flaming out and burning through all your cash. We also get into how to make the product and sales relationship healthier, including how to push back on sales and feature requests, why your head of product should be super involved in your sales process, how long you should make your trials, why you should avoid annual contracts, and so much more.

中文翻译：

在我们的对话中，我们将重点讨论大多数产品负责人最缺乏经验的领域：组建销售团队。我们会深入探讨非常务实且具战术性的问题，比如：你应该等多久才雇佣第一名销售人员？前一两个员工应该是什么样的？为什么最初应该雇佣两名销售而不是一名？如何制定薪酬方案（Comp）？如何面试他们？什么时候该雇佣销售副总裁（VP of Sales）？如何防止销售人员业绩崩盘并烧光你的现金？我们还会讨论如何让产品和销售的关系更健康，包括如何拒绝销售提出的功能需求、为什么产品负责人应该深度参与销售过程、试用期应该设为多长、为什么应该避免年度合同等等。

[00:06:34] Jason Lemkin

English:

If you truly build a self-serve product, you can either never have a sales team or Slack defer it or Canva really defer it. Canva didn't really build a sales team until they were well north of 500 million in revenue because it's epic self-serve. Slack started all self-serve, and by the time they went public, the majority of their revenue was enterprise sales. So you can sequence things. You can have hybrid models like a third of Asana's revenue is still from self-serve, and two-thirds are from a self-serve motion. So there's all different hybrid things. The most important thing though I've found is however you get those first 10, 15, 20 customers, be honest, be honest, and if you've talked to them as a founder and you know that they need a sales type motion, they need effort to deploy it, they have questions about security, they have questions about competition, they have onboarding requirements, and you say, "Hey, I don't like sales, so I'm going to do a PLG motion," you'll fail.

中文翻译：

如果你真的做出了一个纯自助服务（Self-serve）的产品，你可以永远不需要销售团队，或者像 Slack 和 Canva 那样推迟组建。Canva 直到收入远超 5 亿美元时才真正建立销售团队，因为它的自助化程度极高。Slack 起初也是全自助模式，但到上市时，大部分收入已来自企业销售。所以你可以调整先后顺序。你也可以采用混合模式，比如 Asana 三分之一的收入仍来自纯自助，三分之二来自自助引导的销售模式。虽然有各种混合方式，但我发现最重要的一点是：无论你是如何获得前 10、15 或 20 个客户的，请保持诚实。如果你作为创始人与他们交谈后，发现他们需要销售式的互动——他们需要协助部署、关心安全问题、询问竞争对手情况、有入职培训需求——而你却说："嘿，我不喜欢销售，所以我要搞 PLG（产品驱动增长）模式"，那你注定会失败。

[00:11:31] Jason Lemkin

English:

Even if you hate sales, even if you think it's icky, even if you don't like it, as a founder you've, 95 times out of 100, you've got to find a way at least to close the first 10 customers yourself. You've got to find a way. The hack though is that even if you don't like sales, customers love to talk to the CEO. The customers love it. Here's the other thing, as a founder, you're really good at the product in the market, hopefully even in the early days. So what's important is even if you don't know how to do outbound, even if you don't know how to send a cold email, even if you don't how to do any of this stuff, and even if you don't know how to ask for a check, even if you don't know how to open or close, almost all founders are A+ middlers.

中文翻译:

即使你讨厌销售，即使你觉得它很油腻（Icky），即使你不喜欢它，作为创始人，100 次里有 95 次你必须想办法亲自搞定前 10 个客户。你必须找到出路。这里有个窍门：即便你不喜欢销售，客户却非常喜欢和 CEO 交流。他们就吃这一套。另一件事是，作为创始人，你对产品和市场非常精通，希望在创业初期就是如此。所以重点在于，即便你不知道如何做主动推销（Outbound），不知道怎么发冷启动邮件（Cold email），甚至不知道怎么开口要钱，不知道怎么开场或收尾，但几乎所有创始人都是"A+ 级别的中场沟通者"（Middlers）。

[00:14:26] Jason Lemkin

English:

Once you cross the 20% [of your time in sales], you need leverage or your calendar will die. So you need to hire one rep and you've got to hire two because otherwise, there's no A-B test. You have to A-B test humans. You have to A-B test humans. You've got to hire two as hard as it is, and there's just one cheat code to those first two. There's one cheat code. I talked to so many founders that screwed up their first sales hires, and they always nod when they hear it. Those first couple reps have to be people you would buy your own product from. That's it.

中文翻译:

一旦你花在销售上的时间超过了 20%，你就需要杠杆，否则你的日程表会崩溃。所以你需要雇佣销售代表，而且必须一次招两个，因为否则你就没法做 A/B 测试。你必须对"人"进行 A/B 测试。尽管这很难，但你必须招两个。关于前两名员工，有一个"作弊码"（秘诀），只有一个。我见过太多创始人在第一批销售招聘上栽跟头，当他们听到这个秘诀时都会点头称是：那前几个销售代表，必须是那种"你会愿意从他手里买你自己产品"的人。就这么简单。

[00:17:28] Jason Lemkin

English:

We're looking for pirates and romantics in the early days. We are not looking for folks with massive sales operations teams and enablement teams. You're looking for that quirky one that's got a few extra IQ points, that for reasons that make no sense has fallen in love with your little product that is so feature poor and does nothing, but they love it, they love it, they love it. My first rep I had this back in the day, he had gotten let go by a prior startup and he was struggling and he was living in his brother's garage at the time. This was not your number one person at Snowflake, but of all the 30 [candidates], he came in and... described how we would solve the problem for our customers in the early days of this category. It was clear, whatever it took we needed him.

中文翻译:

在创业初期，我们要找的是"海盗"和"浪漫主义者"。我们不需要那种习惯了庞大销售运营团队和赋能团队支持的人。你要找的是那种有点古怪、智商极高的人，他们会因为一些莫名其妙的原因爱上你那个功能简陋、啥也干不了的小产品，而且是发自内心地热爱。我当年的第一个销售就是这样，他刚被前一家创业公司解雇，处境艰难，当时还住在哥哥的车库里。他显然不是那种 Snowflake（知名云数据公司）里的顶级销售，但在面试的 30 个人里，只有他能描述出在这个新兴领域初期，我们该如何为客户解决问题。当时很明确，无论付出什么代价，我们都需要他。