

# LULU CHENG MESERVEY

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

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## Lulu Cheng Meservey - 双语对照

## Lenny's Podcast: Lulu Cheng Meservey - Bilingual Transcript

## Lenny's Podcast: 对话 Lulu Cheng Meservey - 中 英双语全记录

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**(00:00:00) Lulu Cheng Meservey**

**English:**

I often say to find your audience's cultural erogenous zones. So what it means is people have things that they either care about or don't, and you're not going to change that. So it's a huge lift to try to change someone's worldview or their passions. It's a light lift to take the thing you want to talk about and just shape it into, to fit into their worldview or their passions. There's not always a fit. There's going to be people who are just not your natural audience, and you should know that and not waste your time. But if your natural audience cares about X and you're offering Y, then it's your job to create the API or to create the bridge from X to Y. With messaging, it's not build it and they will come. It is so hard and you'd have to be superhumanly gifted to the extent that I can't recall seeing in my entire life, where you create a message and a story so powerful that someone who didn't care at all before suddenly makes that their passion. It's so much easier to take what they're passionate about and understand it, and then convince them that if they care about that then they should care about your thing because of this connection.

**中文翻译:**

我经常说要找到受众的“文化敏感带”（Cultural erogenous zones）。这意味着人们总有一些在意或不在意的事情，而你无法改变这一点。试图改变一个人的世界观或热情所在是一项极其艰巨的任务。相比之下，把你想要谈论的内容进行包装，使其契合他们的世界观或热情，则要容易得多。当然，并不是总能找到契合点。总会有一些人天生就不是你的受众，你应该意识到这一点，不要浪费时间。但如果你的核心受众关心 X，而你提供的是 Y，那么你的工作就是创建“API”或搭建从 X 到 Y 的桥梁。在信息传递（Messaging）方面，并不是“只要你做了，人们就会来”。这非常困难，除非你拥有我这辈子都没见过的超人天赋，能创造出如此强大的信息和故事，让一个原本完全不在乎的人突然将其视为热情所在。更简单的方法是：了解他们热衷的事物，然后说服他们——既然你关心那个，那么基于这种联系，你也应该关心我的产品。

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**(00:01:18) Lenny**

**English:**

Welcome to Lenny's Podcast where I interview world-class product leaders and growth experts to learn from their hard won experiences building and growing today's most successful products. Today, my guest is Lulu Meservey. I met Lulu while she was head of comms at Substack, where she was infamous for taking big risks and bold stands, and as a result creating a lot of attention for Substack, and other companies she's represented. Lulu is definitely the most innovative and interesting comms person I've worked with. She's currently executive vice president of corporate affairs and chief communications officer at Activision Blizzard. And she writes what I'd say is the best newsletter on PR and comms strategy, a newsletter called Flack. In our conversation we get tactical about how to make your idea spread, cultural erogenous zones, the growing importance of going direct versus relying on traditional media. The importance of taking risks in your comms and much more. Lulu is so insightful, I could have continued to explore the subject for hours. Enjoy this episode with Lulu Meservey after a short word from our sponsors.

### 中文翻译:

欢迎来到 Lenny's Podcast。在这里，我采访世界级的候选产品领导者和增长专家，学习他们在构建和增长当今最成功产品过程中积累的宝贵经验。今天，我的嘉宾是 Lulu Meservey。我与 Lulu 相识于她在 Substack 担任传播负责人期间，当时她因敢于承担巨大风险和采取大胆立场而闻名，并因此为 Substack 及其代表的其他公司赢得了极大的关注。Lulu 绝对是我合作过的最具创新精神和最有趣的公关人。她目前担任动视暴雪（Activision Blizzard）的企业事务执行副总裁兼首席传播官。她还撰写了一份我认为是关于公关和传播策略的最佳简报，名为《Flack》。在我们的对话中，我们将深入探讨如何让你的想法传播、文化敏感带、直接面向受众（Going direct）而非依赖传统媒体日益增长的重要性、在传播中承担风险的重要性等等。Lulu 极具洞察力，我本可以就这个话题和她聊上几个小时。在听完赞助商的简短介绍后，请欣赏本期与 Lulu Meservey 的精彩对话。

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### (00:02:21) Lenny (Sponsors)

#### English:

This episode is brought to you by AssemblyAI. If you're looking to build AI powered features in your audio and video products then you need to know about AssemblyAI, which makes it easy to transcribe and understand speech at scale. What I love about AssemblyAI is you can use their simple API to access the latest AI breakthroughs from top tier research labs. They recently launched Conformer-1, the largest trained speech recognition model on the market which achieves state-of-the-art accuracy. All of AssemblyAI's models, which are accessed through their API are production ready. So many PMs I know are considering or already building with AI, and AssemblyAI is the fastest way to build with AI for audio use cases. Now is the time to check out AssemblyAI with their new Conformer-1 model available today, which makes it even easier to bring the highest accuracy transcription to your customers just like Spotify, CallRail and Writer do for theirs. Visit [assemblyai.com/lenny](https://assemblyai.com/lenny) to try their API for free and start testing their models with their no code playground, that's [assemblyai.com/lenny](https://assemblyai.com/lenny).

This episode is brought to you by Public.com who want to tell you about their new treasury accounts, which earn a 4.8% yield on your cash, that is higher than a high yield savings account while still being backed by the full faith and credit of the US government. Treasury yields are at a 15-year-high, but buying US treasuries is super complicated. If you go to a bank or navigate an ancient government website, or at least that was the case. Now you can move your cash into US treasuries with the flexibility of a bank account, and you can access your cash whenever you want even before your treasury bills hit maturity. There are no hold periods, no settlement days, just a safe place to park your cash and earn a reliable yield. Public will automatically reinvest your treasury bills at maturity, so you don't have to do anything to continue growing your yield. And you can manage your treasuries alongside stocks, ETFs, crypto, and any alternative assets. Do all your investing in one place and earn 4.8%, a higher yield than a high yield savings account only with a treasury account at [public.com/lenny](https://public.com/lenny). Lulu welcome to the podcast.

## 中文翻译:

本期节目由 AssemblyAI 赞助。如果你正寻求在音频和视频产品中构建 AI 驱动的功能，那么你需要了解 AssemblyAI，它能让你轻松实现大规模的语音转录和理解。我最喜欢 AssemblyAI 的一点是，你可以通过他们简单的 API 访问来自顶级研究实验室的最新 AI 突破。他们最近推出了 Conformer-1，这是市场上训练规模最大的语音识别模型，达到了顶尖的准确率。AssemblyAI 所有通过 API 访问的模型都是生产级别的。我认识的许多产品经理都在考虑或已经在使用 AI 进行构建，而 AssemblyAI 是在音频场景下使用 AI 构建的最快途径。现在正是体验 AssemblyAI 的好时机，其全新的 Conformer-1 模型现已上线，能像 Spotify、CallRail 和 Writer 那样为你的客户提供最高精度的转录服务。访问 [assemblyai.com/lenny](https://assemblyai.com/lenny) 免费试用他们的 API，并在无代码游乐场中测试他们的模型。

本期节目还由 Public.com 赞助。他们想向你介绍全新的国债账户，年化收益率高达 4.8%，高于高收益储蓄账户，且由美国政府的全面信誉担保。国债收益率正处于 15 年来的高点，但购买过程通常非常复杂，要么去银行，要么去古老的政府网站。但现在，你可以像使用银行账户一样灵活地将现金转入美国国债，并随时提取，甚至在国债到期前也可以。没有持有期，没有结算日，只是一个存放现金并赚取可靠收益的安全场所。Public 会在国债到期时自动再投资，你无需任何操作即可持续增长收益。你还可以在同一个地方管理股票、ETF、加密货币和任何替代资产。在 [public.com/lenny](https://public.com/lenny) 开设国债账户，一站式投资并赚取 4.8% 的高收益。Lulu，欢迎来到播客。

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### (00:04:39) Lulu Cheng Meservey

#### English:

Thank you Lenny. Great to be here.

#### 中文翻译:

谢谢 Lenny。很高兴来到这里。

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### (00:04:41) Lenny

#### English:

I am really excited to chat all things comms and PR. I've never met a founder or product leader who doesn't want to get better at spreading ideas and getting their product out there, and you're very good at this. We're going to talk about some of the things you've done in the space. But just to start maybe just broadly I'm curious to hear just what have you learned about what helps an idea spread?

#### 中文翻译:

我非常期待聊聊公关和传播。我从未见过哪个创始人或产品领导者不想提高传播想法和推广产品的能力，而你在这方面非常擅长。我们会聊聊你在这个领域做过的一些事情。但首先，我想从宏观层面请教一下，关于“什么能帮助一个想法传播”，你学到了什么？

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### (00:05:03) Lulu Cheng Meservey

#### English:

So there's a few ways to make the idea spread, the overall principle is you have to make it memorable and you have to make people want to say it of their own volition. And so what doesn't make them want to say it is doing a favor for a corporation. What does make them want to say it is they want to bring joy to somebody else, they want to make somebody laugh, they want to appear interesting, or they want to project some part of their identity. And so a few things that you can do with an idea to make it spread

better, you can make it into a joke, so you can turn it into a line that people will repeat. You can use an analogy, you can take something and just say it over and over, move fast and break things, don't be evil, build something people want. You can create a mental image that is very colorful. So I have a mental image for people that I use a lot, which is put the pill in some cheese and we can talk about it later, it's about how to craft a story that will stick. But when I say put the pill in cheese, people tend to remember that and it's more easily repeatable. And then the last thing is use a story, use an anecdote instead of using adjectives because adjectives are so subjective, they're meaningless to people. So if you give them a story that's something they can repeat over the dinner table.

#### 中文翻译:

让想法传播有几种方法，核心原则是：你必须让它令人难忘，并且让人们发自内心地想要转述它。帮公司一个忙并不会让他们想开口；能让他们想开口的动力是：想给别人带来快乐、想逗人笑、想让自己显得有趣，或者想展示自己身份的某一部分。为了让想法更好地传播，你可以做几件事：把它变成一个笑话，变成一句人们会重复的话；使用类比；或者反复强调某句话，比如“快速行动，打破常规”（Move fast and break things）、“不作恶”（Don't be evil）、“做人们想要的东西”（Build something people want）。你还可以创造一个色彩鲜明的心理意象。我经常给人们用一个意象，叫做“把药藏在奶酪里”（Put the pill in some cheese），我们稍后可以细聊，这是关于如何打造一个有记忆点的故事。当我提到这个词时，人们往往能记住它，而且很容易复述。最后一点是：使用故事和轶事，而不是形容词。因为形容词太主观了，对人们来说毫无意义。如果你给他们一个故事，那是他们可以在餐桌上复述的内容。

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### (00:06:17) Lenny

#### English:

Do you have any examples of the frameworks you just shared? So you talked about maybe having an analogy or putting the pill in the cheese, which I think is referring to when you feed a dog a pill. You want to hide the pill in the cheese. Is there any stories or examples that come to mind of this in action either something you've done or other companies you've seen?

#### 中文翻译:

你能针对刚才分享的框架举些例子吗？你提到了类比，或者“把药藏在奶酪里”（我猜这是指给狗喂药时，要把药片藏在奶酪里）。在你做过的事情或你见过的其他公司中，有没有什么实际案例让你印象深刻？

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### (00:06:34) Lulu Cheng Meservey

#### English:

One example not for the better is binders of women. You remember when Mitt Romney said binders of women and it just absolutely caught on like wildfire, and it's because you can picture the binder, it's a hilarious mental image. You make lots of jokes about it. It's a very specific unusual phrasing that is very repeatable, and it lends itself so much to memeing. So it's not something that they wanted to have happen, which is a word of caution, this can backfire on you as well, but that's an example. I mentioned move fast and break things, software is eating the world, it's time to build. Those are these short phrases that take normal words and put them in an unusual order, and then especially if you repeat them a few times they just become very sticky.

#### 中文翻译:

一个（并非正面但很典型的）例子是“成册的女性名单”（Binders of women）。你还记得米特·罗姆尼（Mitt Romney）说这句话的时候吗？它像野火一样迅速传开，因为你能想象出那个文件夹的样子，这是一个滑稽的心理意象。人们会针对它开各种玩笑。这是一种非常具体、不寻常的措辞，极易重复，而且非常适合做成表情

包 (Meme)。虽然这不是他们想要的结果 (这也是个警示, 这种方式可能会产生负面效果), 但它确实是个例子。我还提到了“快速行动, 打破常规”、“软件正在吞噬世界”、“是时候去建设了” (It's time to build)。这些短语都是用普通的词汇以不寻常的顺序排列, 只要重复几次, 它们就会变得非常有粘性。

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### (00:07:19) Lenny

#### English:

These things sound really smart and wise after the fact, do you have any advice on just how to... So we're talking about coming up with a cool phrase that'll spread of how to do that. I don't know what have you seen work for coming up with move fast and break things, how would a founder approach that?

#### 中文翻译:

这些话在事后听起来都很高明。你有什么建议教大家如何……我们正在讨论如何想出一个能传播的酷炫短语。我不知道你见过哪些成功案例, 比如像“快速行动, 打破常规”这样的口号, 创始人该如何去构思呢?

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### (00:07:35) Lulu Cheng Meservey

#### English:

You want to make it something that a second-grader could understand. You want to minimize the cognitive burden on the recipient. So it should be something where they're not having to expend any extra energy understanding the thing, where it immediately paints a picture. Or if you were to make a joke, it has to be a joke that they immediately get, or it's a very widely understood reference. You don't want it to be this inside joke with yourself that other people might get if you explain it to them. So if you were to boil down the essence of let's say your company or your mission, get it to one sentence and then turn it into a sentence that you could explain to a second-grader, and then cleanse it of all cliches and common parlance. And if you can then turn that into an analogy or if you can make it into something that has imagery, then you're probably 80, 90% of the way there.

#### 中文翻译:

你要让它简单到连二年级小学生都能听懂。你要尽量减少接收者的认知负担。它应该是一种不需要花费额外精力去理解、能立即在脑海中勾勒出画面的东西。或者如果你要讲个笑话, 它必须是人们能秒懂的, 或者是一个非常大众化的梗。你千万不要搞那种只有你自己懂的“内部笑话”, 还得解释半天别人才能明白。所以, 如果你要浓缩公司或使命的精华, 先把它简化成一句话, 再把它变成一句能对二年级学生说的话, 然后清除掉所有的陈词滥调和俗套话。如果你能再把它变成一个类比, 或者赋予它画面感, 那么你基本上已经成功了 80% 到 90%。

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### (00:08:36) Lenny

#### English:

So you've definitely done this on Twitter. It might be fun just to share a tweet or something of yours that has done this that has spread like crazy. I noticed you delete your old tweets, which I think is really smart and I should probably do that. So I couldn't find any examples, but I remember just being like, "Holy shit, it's got a bazillion views." Is there there an example that comes to mind that you could share? Just share something you put out that just went crazy.

#### 中文翻译:



你在 Twitter 上肯定实践过这些。分享一条你发过的、传播极广的推文应该会很有趣。我注意到你会删除旧推文，我觉得这很聪明，我也该学学。所以我没找到具体的例子，但我记得当时看到你的推文时心想：“天哪，这浏览量简直惊人。”你脑海中有什麼例子可以分享吗？就是那种发出去之后彻底火了的内容。

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## (00:09:00) Lulu Cheng Meservey

### English:

I actually have a negative example too. I think it's useful to share my mistakes or missteps in addition to what went right, because there's more mistakes and missteps than what goes right. In general, you try a bunch of things every once in a while they succeed. But I think it's useful to think about what didn't land. And so one of mine was when you might remember this because this was the Substack era, when we were taking a lot of incoming for not censoring enough, and we took a stand that we want to encourage free expression. I was actually on maternity leave, so I was a little bit out of the loop, but I wanted to jump in there and support the cause. And so I did a thread about why we're standing by this principle even when it's hard, and the thread was pretty well received, it traveled a lot. I think it was 30 something thousand likes among people that we cared about, people who write on the internet. And then there was one tweet in the thread where I said something like, "Doing this isn't pleasant, but neither for that matter is the sea." Completely esoteric reference, it was fresh in my mind because it was from a New Yorker book review where in that context it was poetic and evocative and beautiful. And I did the thing you're not supposed to do, which is take an inside joke with yourself and release it into the world. And that one tweet was a dud in the middle of the thread where you could see the likes drop off precipitously and people were like, "What are you talking about?" And then afterwards I looked at it with fresh eyes, "Yeah, this makes no sense whatsoever out of a context." And also I'm not a New York book reviewer, so that was a good don't. But the fact that it was such a colorful metaphor actually caught people's attention in an accidental way. I didn't mean for it too. I guess that's a don't, does that serve as an example?

### 中文翻译:

我其实有一个反面教材。我觉得分享错误和失误和分享成功经验一样有用，因为失误往往比成功多。通常会尝试很多事，偶尔才会成功一次。思考哪些东西没能引起共鸣是很有意义的。其中一个例子是在 Substack 时期，当时我们因为审查不够严厉而备受抨击，而我们坚持要鼓励言论自由。我当时其实在休产假，有点脱离工作状态，但我还是想参与进来支持这项事业。于是我发了一个推文串（Thread），解释为什么即使困难重重我们也要坚持这一原则。那个推文串反响很好，传播很广，在我们关注的群体（互联网创作者）中获得了 3 万多个赞。但在那个推文串里，有一条推文我写道：“做这件事并不愉快，但就此而言，大海也并不愉快。”这是一个极其晦涩的引用，我当时脑子里记着它，是因为它来自《纽约客》的一篇书评，在那个语境下它很诗意、很动人。但我犯了那个不该犯的错：把一个只有自己懂的梗抛向了世界。那条推文成了整个推文串里的败笔，点赞数骤降，人们纷纷留言：“你在说什么呢？”事后我重新审视它，“没错，脱离语境后这完全不知所云。”而且我也不是《纽约客》的书评人。所以这是一个很好的反面典型。不过，这种色彩鲜明的隐喻确实以一种意外的方式引起了人们的注意，虽然我本意并非如此。这算是一个例子吗？

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## (00:11:08) Lenny

### English:

Yeah, that'll work and we'll go through other examples. But that's a good segue to something I was going to save for later, but it may be a good time to chat about is just something that you're big on is this concept of taking risks as a comms person, I think you have the sense that comms people are just very conservative, and there's a big opportunity to get a little out there. And in this case maybe it didn't work out, other times you have and it has. So just talk about that philosophy you have around taking risks.

### 中文翻译:

很有参考价值，我们待会再看其他例子。这正好引出了我原本打算稍后讨论的话题：你非常推崇公关人要敢于冒险。你似乎觉得公关人员通常非常保守，而“出格”一点其实蕴含着巨大的机会。虽然刚才那个例子没成功，但其他时候你成功了。聊聊你关于冒险的哲学吧。

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### (00:11:34) Lulu Cheng Meservey

#### English:

I think if you're a startup your enemy is the status quo. And when you don't take risks, when you minimize risk by doing nothing, the best way to minimize risk is to do nothing. You're letting the status quo win. You're letting your greatest enemy and rival and threat to your business win by default, because you're not even going to try to compete. And so I always encourage people to try to make mistakes of commission rather than omission. Because if you make a mistake of commission you can observe it, you can learn from it. You know right away that it's happened. You can move really quickly and adapt and become better. Whereas if you make mistakes of omission you're letting status quo win, you're not observing, you're not learning, and you're maybe not even noticing opportunities slip by. So the example that I use, again, an analogy to make it more memorable, my analogy for this is if you are investing money in the market versus if you're just sitting in cash. If you're sitting in cash you won't lose your money and it feels safe. But over time the world moves and the market grows, and everybody else is getting richer and you're getting poorer in real terms. Whereas if you make an investment it'll go up and down, there'll be some volatility. It's not just going to go up every day, but over the long run you'll be much, much better off.

#### 中文翻译:

我认为如果你是一家初创公司，你的敌人就是“现状”（Status quo）。当你不敢冒险，试图通过无所作为来最小化风险时（毕竟无所作为是规避风险的最佳方式），你其实是在让现状获胜。你让最大的敌人、竞争对手和业务威胁默认胜出，因为你甚至连竞争的尝试都没有。所以我总是鼓励人们宁可犯“作为之错”（Mistakes of commission），也不要犯“不作为之错”（Mistakes of omission）。因为如果你因为做了某事而犯错，你可以观察它，从中学习。你立刻就知道发生了什么，可以迅速调整并变得更好。而如果你因为没做某事而犯错，你是在让现状获胜，你没有观察，没有学习，甚至可能都没意识到机会正在溜走。我再用一个类比来加深记忆：这就像把钱投进市场和只持有现金的区别。持有现金不会亏钱，感觉很安全。但随着时间推移，世界在变，市场在增长，其他人都变得更富有，而你实际上变得更穷了。而如果你投资，它会有涨跌波动，不会每天都涨，但从长远来看，你的处境会好得多。

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### (00:12:54) Lenny

#### English:

Is there an example of something you did that you took a risk and it worked out, or you saw someone else do this really well?

#### 中文翻译:

有没有什么例子是你冒了险且成功了？或者你看到别人做得非常出色的案例？

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### (00:13:00) Lulu Cheng Meservey

#### English:



The stand for free speech thread would be a risk that worked out. It was a risk because it was a topic that a lot of people were already mad about, which will happen with every topic that matters. It felt a little risky for me because I was on leave, I wasn't really in the middle of things. I was addled already, so I had at least one thing in there that was nonsensical. So there was the execution risk of would I'd be able to do this well. There was also the risk of you poke your head up and make a thing where there wasn't a thing, and if that were to go wrong and embarrass the company or if that had made Chris or Hamish or Jerraj upset, that would've been upsetting to me and obviously a failure of my job. So that was a risk that I took and we took and they were supportive, and it did work out because the people who were most likely to write on Substack generally appreciate that stance. I actually have one more for you Lenny when you asked about what are things that help stick in people's memory, there was the fail example of the sea analogy. I think a useful example that works is I often say to find your audience's cultural erogenous zones, and it is something that you immediately know what I'm talking about. If I say know your audience's cultural erogenous zones, you know what it means, it's a shorthand that everybody understands. It's not an inside joke with myself, and it's something that is unusual and upraising that you're going to repeat it and hopefully remember it, so there's one for you.

#### 中文翻译:

关于言论自由立场的那个推文串就是一个成功的冒险。这之所以是冒险，是因为那个话题已经让很多人愤怒了——任何重要的话题都会如此。对我个人来说也有风险，因为我当时在休假，不在工作状态，脑子有点乱，所以才写出了那个不知所云的句子。这存在执行风险：我能做好吗？还有一种风险是，你出头把一件原本没那么大的事闹大，如果搞砸了让公司难堪，或者让 Chris、Hamish 或 Jerraj（Substack 创始人）不高兴，我会很难受，那显然是工作的失职。但那是我和公司共同承担的风险，他们很支持，结果也很好，因为最有可能在 Substack 上写作的人通常都很欣赏这种立场。Lenny，关于什么能让人印象深刻，我还有一个例子。刚才提到了“大海”类比的失败案例，我认为一个成功的例子是我常说的“寻找受众的文化敏感带”。当你听到这句话，你立刻就知道我在说什么。它是一种大家都能理解的简写。它不是我的内部笑话，它不同寻常且引人注目，你会复述它，并有望记住它。这就是一个例子。

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### (00:14:40) Lenny

#### English:

You told me about that framework and I definitely wanted to hear more about it. What does that mean and is there something that you've seen someone do that's just like, "Wow, they really nailed this erogenous zone approach."

#### 中文翻译:

你跟我提过这个框架，我非常想多听听。它具体是什么意思？你有没有见过谁做得特别棒，让你感叹“哇，他们真的精准击中了文化敏感带”？

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### (00:14:54) Lulu Cheng Meservey

#### English:

Yeah, they really got it in the erogenous bullseye. So what it means is people have things that they either care about or don't, and you're not going to change that. So it's a huge lift to try to change someone's worldview or their passions. It's a light lift to take the thing you want to talk about and just shape it into, to fit into their worldview or their passions. There's not always a fit. There's going to be people who are just not your natural audience, and you should know that and not waste your time. But if your natural audience cares about X and you're offering Y, then it's your job to create the API or to create the bridge from X to Y. With messaging, it's not build it and they will come. It is so hard and you'd have to

be superhumanly gifted to the extent that I can't recall seeing in my entire life, where you create a message and a story so powerful that someone who didn't care at all before suddenly makes that their passion. It's so much easier to take what they're passionate about and understand it, and then convince them that if they care about that then they should care about your thing because of this connection.

#### 中文翻译:

是的，他们真的正中红心。它的意思是：人们有自己在意或不在意的东西，你改变不了。试图改变一个人的世界观或热情所在是极其困难的。而把你想要谈论的内容进行包装，使其契合他们的世界观或热情，则要容易得多。当然，并不是总能找到契合点。总会有一些人天生就不是你的受众，你应该意识到这一点，不要浪费时间。但如果你的核心受众关心 X，而你提供的是 Y，那么你的工作就是创建“API”或搭建从 X 到 Y 的桥梁。在信息传递方面，并不是“只要你做了，人们就会来”。这非常困难，除非你拥有我这辈子都没见过的超人天赋，能创造出如此强大的信息和故事，让一个原本完全不在乎的人突然将其视为热情所在。更简单的方法是：了解他们热衷的事物，然后说服他们——既然你关心那个，那么基于这种联系，你也应该关心我的产品。

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### (00:16:09) Lenny

#### English:

This makes me think about one of the other tweets that I think went crazy, which is where you share the things you're muting on Twitter. Where it's like the threads thimble and the pointing down thing, and it feels like that's exactly that where people are just like, "Yep, this is me."

#### 中文翻译:

这让我想起你另一条火爆的推文，就是你分享你在 Twitter 上屏蔽的内容。比如那些推文串的小图标和向下指的手势，感觉那正是击中了痛点，人们会觉得：“没错，这就是我想说的。”

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### (00:16:25) Lulu Cheng Meservey

#### English:

Yeah, it is that. I have an example for you Lenny. The one that my mind goes to is when Kamala Harris was running for Senate. Put aside what anyone thinks of Kamala Harris as a politician or if you agree with her politics, it doesn't matter. When she was running for Senate, she had this example where not enough people care about K-12 education. It's not a sexy topic and only moms care about it, whereas people cared a lot and still do about national defense, national security. And so she said the way to get their attention is you go to people who care about national security and you tell them, "Did you know that in order to enlist for the army you have to have a 10th grade reading level?" If you can't read at that level, you're not going to be able to read the army field manual. And so if you care about the future of national defense and being able to maintain a standing army, you need to care about middle grade reading standards. So that's a perfect example, and in fact it stuck with me such that many years later I'm still repeating it to you.

#### 中文翻译:

没错，就是那样。Lenny，我再给你举个例子。我想到的是卡玛拉·哈里斯（Kamala Harris）竞选参议员的时候。先撇开大家对她作为政治家的看法或是否同意她的政见不谈。当她竞选参议员时，她面临一个问题：关注 K-12 教育的人不够多。这不是个吸引人的话题，通常只有妈妈们关心。而人们当时（现在也是）非常关心国防和国家安全。于是她说，吸引注意力的方法是去找那些关心国家安全的人，告诉他们：“你知道吗，要参军你必须具备十年级的阅读水平？”如果你达不到那个水平，你就读不懂陆军野战手册。所以，如果你关心国防的未来和维持常备军的能力，你就必须关心初中阶段的阅读标准。这是一个完美的例子，事实上它深深印在我的脑海里，以至于多年后我还在向你复述它。

## (00:17:28) Lenny

### English:

Something else that I think what you teach helps with is underdogs coming up against incumbent companies, giving them a chance to stand out. Like Substack I think is a good example where you just helped elevate Substack on the world stage in a lot of ways. What have you found works best for underdog startups and companies trying to get attention?

### 中文翻译:

我觉得你教的东西还能帮助那些挑战行业巨头的“弱者”（Underdogs），给他们脱颖而出的机会。Substack 就是个好例子，你在很多方面帮助它登上了世界舞台。对于那些试图获得关注的初创公司和弱势企业，你发现什么方法最有效？

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## (00:17:49) Lulu Cheng Meservey

### English:

First, you have to acknowledge that you're the underdog, and you're not going to use the GE playbook from the 1980s or whatever. So acknowledging that means knowing that you're not going to play the game that requires you to have more resources, more and deeper relationships, and institutional backings, and to be able to draft off of the current narrative. So all of those things are going to be not in your favor. If you're a startup for example, by definition you're trying to disrupt something, you're trying to do something differently, you're fighting the status quo. And if that's the case then you can't rely on maybe the government, maybe mainstream media to support what you're doing. And so you should assume that you want to go with an approach that doesn't require a lot of money or people, that doesn't require that institutional backing and those relationships. That means building your own distribution, which you can do starting from day one. You can start doing that before you even have the company. It means taking your story and winning hearts and minds. Number one, by making it a story that you shape to fit people's cultural erogenous zones of your audience. And number two, by finding the centers of gravity in society, like the influencers that are going to help spread it for you. Because you're not going to on day one call up the New York Times and get them to print the story that you want them to. So you need to figure out who are the influencers and the way to do that, I'll cut off the rabbit hole after this because you can just go deeper and deeper, but the way to do that is in concentric circles. There's a general who said if there's a problem I look for it in concentric circles going back to my own desk. If you want to spread something you go out in concentric circles starting from your own desk. So you need to get first really clear with yourself about what your message is and just get really crisp with it. This is hard to do because you know too much, so out of the 1,000 facts in your head you're going to have to pick just between one and three. And then the next circle is going to be your co-founders, your executives, your employees, your investors, you go to your power users, and you go out from there, and it has to be in that sequence. But once you get the sequence and you identify who the people are and you know who your audience is, and then you're able to hone in on what their cultural erogenous zones are, then you're able to craft the message, have the delivery mechanisms, and then know your target, and then you're off. But you just need to do that exercise upfront, so you don't have a lot of wasted motion.

### 中文翻译:

首先，你必须承认自己是弱者，不能套用 80 年代通用电气（GE）的那套剧本。承认这一点意味着你知道自己不能玩那种拼资源、拼深厚关系、拼体制支持、拼顺应主流叙事的“游戏”。因为在这些方面你都不占优势。作为一家初创公司，从定义上讲你就是在试图颠覆某些东西，尝试不同的做法，挑战现状。既然如此，你就不能指望政府或主流媒体来支持你。所以你应该假设，你需要一种不需要大量资金或人力、不需要体制支持和深厚

关系的方法。这意味着要建立自己的分发渠道（Distribution），你从第一天起就可以这么做，甚至在公司成立前就可以开始。这意味着要通过你的故事赢得人心。第一，把故事塑造成符合受众“文化敏感带”的样子；第二，找到社会的“重心”，比如那些能帮你传播的影响力人物。因为你不可能在第一天就打电话给《纽约时报》，让他们按你的意愿发稿。所以你需要找出谁是影响力人物。具体做法是采用“同心圆”（Concentric circles）策略。有一位将军说过，如果出了问题，我会从自己的办公桌开始，以同心圆的方式向外寻找。如果你想传播某样东西，也要从自己的办公桌开始向外扩散。首先，你必须非常清楚自己的核心信息是什么，要非常简练。这很难，因为你了解得太多了，你必须从脑子里的 1000 个事实中挑选出 1 到 3 个。下一个圆圈是你的联合创始人、高管、员工、投资者，然后是核心用户，以此类推，必须按这个顺序。一旦你确定了顺序，找准了人，了解了受众，并锁定了他们的文化敏感带，你就能打磨信息、建立传递机制、明确目标，然后就可以出发了。你只需要预先做好这个练习，这样就不会有太多无用功。

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### (00:20:25) Lenny

#### English:

I really like this concentric circle framework. I haven't heard this before. Just to make it a little more real is there something that you can share, something that comes to mind that illustrates that?

#### 中文翻译:

我非常喜欢这个“同心圆”框架，以前没听过。为了让它更具体一点，你能分享一个能说明这个框架的例子吗？

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### (00:20:36) Lulu Cheng Meservey

#### English:

Well, you and I have talked a lot about Substack, so I'm speaking out of term now that I don't have the employee badge. But something that I thought the Substack founders have always done so well is propagate product updates out in concentric circles. So there's a lot of things where you're going to know about it. You, Lenny will know about it more than a new writer who just joined, because you're a power user of the product and they would want you... Now they would want to make sure that you love the thing, and that you feel maybe even a little bit invested in the thing. You've been telling people about recommendations for nearly a year. No one asked you to do that. We didn't pay you to do that. You've done it because you were brought on board early and it was something that the company made sure that you liked, and then you became the next circle out that spread it to your next circle out.

#### 中文翻译:

既然你我聊了很多关于 Substack 的事，虽然我现在已经不是那里的员工了，但我可以分享一下。我觉得 Substack 的创始人一直做得很好的一点就是，以同心圆的方式发布产品更新。很多功能你会先知道。Lenny，你会比刚加入的新作者更早了解，因为你是核心用户，他们希望确保你喜欢这个功能，甚至让你觉得对这个产品有一份投入感。你已经向人们推荐“推荐功能”（Recommendations）快一年了。没人要求你这么，我们也没付钱给你。你这么做是因为你很早就参与进来了，公司确保了你喜欢它，于是你成了向外扩散的下一个圆圈，把它传播到了你的受众圈。

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### (00:21:33) Lenny

#### English:

It's interesting because I didn't think of it as an intentional strategy to get news out, and it feels like there's a synergy with just talking to your power users. Getting feedback from your power users leads to

this interesting second order effect where they also want to... they feel like they're on the inside of something, they want to share it and maybe talk about it and tell friends about, "Hey, Substack's working this cool thing." So that's kind of a cool-

#### 中文翻译:

这很有趣，因为我并没意识到这是一种刻意的新闻发布策略。感觉这与和核心用户交流有一种协同效应。从核心用户那里获取反馈会产生一种有趣的二阶效应：他们会觉得自己是“圈内人”，想要分享，可能会和朋友聊起：“嘿，Substack 正在做一个很酷的东西。”所以这真的很酷——

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### (00:21:53) Lulu Cheng Meservey

#### English:

Well, early on Lenny you asked about how do you get a message to spread? And I said you give people incentives who want to spread it. So your incentive was you helping others, you like paying it forward and helping other writers and podcasters, and you genuinely enjoy the thing. And I think there's some value to your own project that you get to show social proof that a lot of people like this thing and it's growing, and that's what you got. If it had been like, "Hey, Lenny, can you do us a favor and tweet this thing?" You might've done it, but you would've done it once and stopped and it wouldn't have been something that you organically keep doing.

#### 中文翻译:

没错，Lenny，你早些时候问如何让信息传播？我说过要给那些想要传播它的人提供动力。你的动力是帮助他人，你喜欢回馈并帮助其他作者和播客主，而且你真心喜欢这个产品。此外，这对你自己的项目也有价值，因为你可以展示“社交证明”（Social proof），证明很多人喜欢这个东西且它正在增长。这就是你得到的。如果当时只是说：“嘿，Lenny，能帮个忙发条推特吗？”你可能会发，但发完一次就结束了，不会像现在这样自发地持续去做。

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### (00:22:30) Lenny

#### English:

To make this even more real I'm trying to help people understand this concentric circle idea, so first Substack is an example. What would be the few layers of the concentric circle on the middle would be maybe the power writers. What would be the next couple layers?

#### 中文翻译:

为了让大家更理解这个“同心圆”概念，以 Substack 为例，中间层可能是核心作者。接下来的几层会是什么？

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### (00:22:46) Lulu Cheng Meservey

#### English:

It's the employees at the middle, almost always, and then it is depending on the company. So here it would be the power writers, it's youth, a lot of the original writers. Bill Bishop comes up a lot, he was Substacker number one, he's always really meaningful. And then it's fast growing writers. It is writer influencers. There are certain members of the media that cover media and writing, and so they matter a lot. And then investors are in there just to keep close to the fold. But if you're a different kind of company that might be employees board, institutional investors, government and regulators then users, just depending on how much power each group has to influence your future. And the reason I say go out in



concentric circles as opposed to just hit each of these groups kind of haphazardly is that's your way to control the message. Because each circle is going to assume that the inner circle knows better than them and they're going to follow the lead of the inner circle. So an example is if you and I have a company, Lenny and Lulu, this is a DTC startup.

**中文翻译:**

最中间的几乎总是员工。然后取决于公司类型。在 Substack 的案例中，接下来是核心作者，比如你，还有很多元老级作者。Bill Bishop 经常被提到，他是 Substack 的一号作者，地位非常重要。再往外是快速成长的作者、作家圈的影响力人物。还有一些专门报道媒体和写作行业的媒体人，他们也很重要。投资者也在其中，需要保持紧密联系。但如果你是另一种类型的公司，顺序可能是：员工、董事会、机构投资者、政府和监管机构，最后才是用户，这取决于每个群体对你未来的影响力大小。我之所以强调要按同心圆向外扩散，而不是杂乱无章地接触这些群体，是因为这是你控制信息的方式。因为每一层都会认为内层比他们更了解情况，他们会跟随内层的引导。举个例子，假设你和我开了一家公司，叫 Lenny & Lulu，是一家 DTC（直接面向消费者）初创公司。

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### **(00:24:01) Lenny**

**English:**

That's a great name.

**中文翻译:**

这名字不错。

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### **(00:24:02) Lulu Cheng Meservey**

**English:**

It is, we should do it.

**中文翻译:**

没错，我们该试试。

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### **(00:24:03) Lenny**

**English:**

We should do this.

**中文翻译:**

确实该做。

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### **(00:24:04) Lulu Cheng Meservey**

**English:**

If we had a company and we were trying to put out a message to the world that our new thing works, it's really revolutionary, our genes are the best genes. If employees are not saying that, then people are going to look at employees and say, "Well, they would know, they're closer to this than we are. So if they're not



excited then why would we be excited?" And so that undermines everything that we're trying to do, you can't skip a circle is my point.

#### 中文翻译:

如果我们有一家公司，试图向世界传递一个信息：我们的新产品非常有效，具有革命性，我们的基因是最好的。如果员工们不这么说，那么外界就会看着员工说：“嗯，他们肯定知道内情，他们比我们更接近真相。如果他们都不兴奋，我们为什么要兴奋？”这会削弱我们所做的一切努力。我的观点是：你不能跳过任何一个圆圈。

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### (00:24:32) Lenny

#### English:

Super interesting. And I imagine the closer they are to the employees the more time you spend with them, and the more innately they're closer and also their perspective and what they share is more powerful because they're closer to what's happening.

#### 中文翻译:

非常有意思。我猜离员工越近的人，你花在他们身上的时间就越多，他们天生就更亲近，而且他们的观点和分享也更有说服力，因为他们更接近事实。

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### (00:24:48) Lulu Cheng Meservey

#### English:

And if it goes wrong the more damage they can do. So on the spectrum it's if they are not totally on board and they're not an effective messenger, versus they're just lukewarm and they're not really sure they believe it. All the way to they actively fell off the bandwagon and you lost them, and now they're out there proactively contradicting everything you say or even trying to destroy the company, that can happen. If an early employee, for example, feels disgruntled, which is easy to do and it's easy to do through a comms mistake. If you sell them on one thing and here's a vision, and now either that's changed or you miscommunicated. If they feel like there's a bait and switch they're going to be really mad. And now you've created someone who is incredibly credible and has the same social and professional circle as you and is trying to ruin you.

#### 中文翻译:

而且如果出了问题，他们造成的破坏也更大。在这个光谱上，一端是他们没有完全认同、不是有效的传播者，或者只是反应平平、不太确定是否相信；另一端则是他们彻底倒戈，你失去了他们，现在他们在外面主动反驳你说的每一句话，甚至试图摧毁公司。这种情况是会发生的。例如，如果一名早期员工感到不满（这很容易发生，往往是因为沟通失误），如果你最初向他们推销的是一套愿景，后来情况变了或者你沟通有误，如果他们觉得被“诱导转向”（Bait and switch），他们会非常愤怒。这样你就制造了一个极具公信力、且与你有相同社交和职业圈子的人，而他正试图毁掉你。

---

### (00:25:44) Lenny

#### English:

That's such a good point. For someone that's trying to do this maybe internally they're like, "Oh, cool, we got to create these circles for our startup." What do you recommend they do? Do they make a list of here's our inner circle, here's the next circle of people.

**中文翻译:**

说得太对了。对于那些想在内部实践这一点的人，比如他们想：“太酷了，我们要为我们的初创公司建立这些圆圈。”你建议他们怎么做？是列一个清单，写明谁是核心圈，谁是下一层圈子吗？

---

### **(00:25:56) Lulu Cheng Meservey**

**English:**

Yeah, you take out your one-page Google Doc. I feel like most comms problems can be solved with one-page Google Doc. So you go to your one-page Google Doc and you take your audiences, you list them, probably stop at five or six because past that it's like way, way first world problem. You'll have more than enough work to win over the five or six inner circles, and then you have to rank them. And you rank them by how much they're able to influence your success and how much credibility other groups assign them. So then you have your inner to outer circles. And then for each of them you would think about what do they care about that's their cultural erogenous zones and where do they reside intellectually? So do they listen to podcasts, if so, which ones. Do they go to in-person conferences? Are they getting all of their news from Reddit? If so, which subreddits are they on Hacker News? Once you map that out, then again you have the people you're trying to reach, the ideas and messages that resonate the most with them, and then the ways to actually reach them.

**中文翻译:**

是的，拿出一份一页纸的 Google 文档。我觉得大多数传播问题都可以用一页纸的 Google 文档解决。在文档里列出你的受众，大概列五六个就够了，再多就是“富贵病”了。搞定这五六个核心圈子就够你忙的了。然后你需要给他们排序，排序标准是：他们对你成功的影力有多大，以及其他群体赋予他们的公信力有多高。这样你就有了从内到外的圆圈。接着，针对每一层受众，思考他们的“文化敏感带”是什么，以及他们的“智力栖息地”在哪？他们听播客吗？听哪些？他们参加线下会议吗？他们是从 Reddit 获取新闻吗？如果是，是哪些子版块？他们看 Hacker News 吗？一旦你勾勒出这些，你就明确了目标受众、最能引起他们共鸣的想法和信息，以及接触他们的实际途径。

---

### **(00:27:04) Lenny**

**English:**

This is becoming a real template we can start using. In the bucket of erogenous zones what are some examples of erogenous zones for people in this context?

**中文翻译:**

这已经变成了一个可以实操的模板。在“文化敏感带”这个范畴里，在这个语境下，有哪些具体的例子？

---

### **(00:27:15) Lulu Cheng Meservey**

**English:**

We've talked about the free expression stand from last year. A lot of people care about first amendment, protecting press freedoms and free expression. Not a lot of people care that a journalist said something mean about Substack. And so there were a few times when we did have to push back publicly against a journalist saying something mean and unfair or untrue about Substack. So obviously my and our ulterior motive is to vindicate the company and show people that this isn't true. But if we had just done that, nobody would've cared or maybe a few diehards would've cared. There are people who care deeply

about Substack, but not as many people and not as deeply as the people who care about their ability to express themselves freely or their right to build their own media platform without too many controls.

**中文翻译:**

我们聊过关于去年言论自由立场的事。很多人关心宪法第一修正案、保护新闻自由和言论自由。但没多少人关心某个记者对 Substack 说了些难听的话。确实有几次我们不得不公开反击那些对 Substack 进行刻薄、不公或不实报道的记者。显然，我们的潜在动机是为公司正名，告诉大家这不是真的。但如果我们只是这么做，没人会在意，或者只有少数死忠粉在意。虽然有人深爱 Substack，但其人数和程度，远不及那些关心“自由表达能力”或“在不受过多控制的情况下建立自己媒体平台的权利”的人。

---

**(00:28:44) Lenny**

**English:**

The way you described it earlier came back to me as you were talking, which is this idea that lights people up. What lights people up within this list of people that you're making? So that's really interesting. So the idea is create this list of people across circles further and further away from your employees. Think about what lights them up, what are their erogenous zones intellectually, and then think about where they spend their time intellectually, what are they listening to? What are they reading?

**中文翻译:**

你刚才说的让我想起了你之前提到的：那个能“点燃”人们的想法。在你列出的名单中，什么能点燃这些人？这很有趣。所以思路是：建立一个从员工向外扩散的受众圈清单，思考什么能点燃他们，他们的“智力敏感带”在哪，然后思考他们在哪里进行智力活动——他们在听什么？在读什么？

---

**(00:28:44) Lulu Cheng Meservey**

**English:**

Yeah, that's it.

**中文翻译:**

没错，就是这样。

---

**(00:28:46) Lenny**

**English:**

Amazing, this is super cool.

**中文翻译:**

太棒了，这非常酷。

---

**(00:28:47) Lulu Cheng Meservey**

**English:**

It's not easy, it's hard, you have to make very difficult tactical decisions every day when you're doing that, but it is simple.

**中文翻译:**

这并不容易，反而很难，你每天都要做出非常艰难的战术决策，但它的逻辑是简单的。

---

### (00:28:54) Lenny

#### English:

Yeah, it seems pretty easy. Okay, this is great. Another framework that we haven't talked about yet, do you have this math formula for how ideas spread? Does that ring a bell?

#### 中文翻译:

是的，逻辑很清晰。太好了。还有一个我们还没聊过的框架，你是不是有一个关于“想法如何传播”的数学公式？有印象吗？

---

### (00:29:04) Lulu Cheng Meservey

#### English:

Yeah.

#### 中文翻译:

有的。

---

### (00:29:05) Lenny

#### English:

Okay, let's get into that.

#### 中文翻译:

好，我们聊聊这个。

---

### (00:29:06) Lulu Cheng Meservey

#### English:

I think it's useful to try to bring as much discipline as possible to comms, because you're really just measuring vibes. In a world of OKRs and data and metrics it's hard to know if you're doing the right thing with comms. And so I think whenever you're able to establish a framework its useful, so this one is kind of a mathematical formula of comms for a purpose. It assumes that you have a business goal and as a business goal, not communications goal, it's not get this many impressions or go viral or blah. It is we're going to grow our revenue by X, or we're going to make this penetration into this user base. When you have your business goal you're going to need certain people to do certain things for that goal to come true. So for example, you're going to need this type of person in this quantity to buy these sneakers in order for you to meet your revenue goal. So now you know who the people are and the action they need to take. The next step is what do they need to believe in order to take that action? So they need to believe that their feet are not comfortable now, and that it's possible for their feet to be more comfortable and that'll have a positive effect on their life, and that this new sneaker technology is real, so they need to believe these things. Then it's where do they reside intellectually? How do you deliver that message to them, and that's the who do they listen to? Which accounts do they follow? Which podcast do they... what trips do they take? What newspapers, et cetera. And when you have that then you have the equation of

we need to deliver this message to these people through these mediums in order to get them to do this thing with this call to action. And that way you know that you're at least pushing forward and getting something done with your comms as opposed to just saying words into the ether.

**中文翻译:**

我认为尽可能为传播工作引入纪律性是非常有用的，因为通常你只是在凭感觉（Measuring vibes）。在一个充满 OKR、数据和指标的世界里，很难知道你的传播工作是否做对了。所以建立框架很有帮助。这个公式是关于“有目的的传播”。它假设你有一个业务目标——注意是业务目标，不是传播目标，不是“获得多少曝光”或“全网爆火”。它是“我们要增加 X 的收入”或“我们要渗透到这个用户群”。有了业务目标后，你需要特定的人去做特定的事来实现它。例如，你需要一定数量的这类人购买这些运动鞋，以达到收入目标。现在你知道了受众和他们需要采取的行动。下一步是：为了让他们采取行动，他们需要相信什么？他们需要相信现在的脚不舒服，相信脚可以更舒服且会对生活产生积极影响，相信这种新的运动鞋技术是真的。他们需要相信这些。然后是：他们的智力栖息地在哪？你如何把信息传递给他们？他们听谁的？关注哪些账号？听哪些播客？去哪里旅行？看什么报纸？当你有了这些，你就得到了等式：我们需要通过这些媒介向这些人传递这些信息，以促使他们根据这个行动号召（Call to action）去做这件事。这样你就知道你的传播至少是在推动业务，而不是在对着虚空喊话。

---

**(00:31:11) Lenny**

**English:**

I think you had something like there's pressure and force and area, is that part of this or is that a different framework?

**中文翻译:**

我记得你好像还提过压力、力和面积之类的，那是这个公式的一部分，还是另一个框架？

---

**(00:31:17) Lulu Cheng Meservey**

**English:**

Different framework.

**中文翻译:**

那是另一个框架。

---

**(00:31:18) Lenny**

**English:**

Oh, okay, cool.

**中文翻译:**

噢，好的，酷。

---

**(00:31:20) Lulu Cheng Meservey**

**English:**

Oh yeah.

**中文翻译:**

没错。

---

### **(00:31:21) Lenny**

**English:**

Okay, okay, let's talk about this other framework too.

**中文翻译:**

好，那我们也聊聊那个框架。

---

### **(00:31:24) Lulu Cheng Meservey**

**English:**

I've got more frameworks, Lenny.

**中文翻译:**

我这儿框架多的是，Lenny。

---

### **(00:31:25) Lenny**

**English:**

I love it, this is what this podcast is all about. Let's do it.

**中文翻译:**

我太喜欢了，这正是本播客的宗旨。开始吧。

---

### **(00:31:29) Lulu Cheng Meservey**

**English:**

This is a useful one for early stage startups especially, or anybody who's just trying to be lean and efficient, which is anyone who's an underdog like we talked about earlier, that if you decrease the surface area than with the same amount of force you can apply more pressure. So the amount of pressure is the force divided by the surface area, this is a basic equation for physics, but it's also true of communications, which is if you decrease the surface area and don't try to appeal to everybody with everything. And you're targeting exactly whom you're talking to and you are sharpening your message to a point, to get them in the bullseye of the cultural erogenous zone. Then you're able to with the same amount of effort or expense or time, you're able to make more of an impact, you're able to apply more pressure. So I think of it as there's a continuum between you can either hyper-target, so the extreme of the continuum is you are becoming the life partner of one person. That's the ultra hyper targeting. And then the other end of the spectrum is you're appealing to everybody. You're appealing to a larger number of people, but with a weaker message, in a weaker way. So you could say world peace is good, nobody disagrees with that practically, but also it doesn't stick and it's not meaningful to them. So you have to choose where you're going to be along that continuum. And for most startups I would choose towards the fewer people end of it, where you choose who's going to be your diehards and then you foster them and create really deep



meaningful relationships with them. And the way to do that is to decrease the surface area and apply more pressure.

#### 中文翻译:

这个框架对早期初创公司特别有用，或者对任何追求精简高效的人（也就是我们之前聊到的“弱者”）都适用。如果你减小表面积，那么用同样的力，你就能产生更大的压强。压强等于压力除以受力面积，这是物理学的基本公式，但在传播学中同样适用。如果你减小表面积，不试图用所有东西去吸引所有人，而是精准定位你的对话对象，并将你的信息磨得极其尖锐，直击他们文化敏感带的红心，那么你就能用同样的精力、金钱或时间产生更大的影响力，施加更大的“压强”。我把它看作一个光谱：一端是超精准定位（极端情况是你成了某个人的终身伴侣，那是终极精准）；另一端是吸引所有人。你吸引的人数更多，但信息更弱，方式也更无力。比如说你说“世界和平是好事”，实际上没人会反对，但它留不下印象，对人们也没意义。所以你必须在这个光谱上做出选择。对于大多数初创公司，我会选择靠近“少数人”的那一端，选择谁将成为你的死忠粉，然后培养他们，与他们建立深厚且有意义的关系。实现这一目标的方法就是减小表面积，增加压强。

---

### (00:33:23) Lenny

#### English:

It feels like you did that with Substack where it was focused on people writing online, or I guess tell me is that how you thought about it Substack of here's our little focused area and we'll focus target message to that.

#### 中文翻译:

感觉你在 Substack 就是这么做的，专注于在线写作的人群。或者你告诉我，你当时在 Substack 是不是这么想的：这是我们的“小众”专注领域，我们要针对它发布精准的信息。

---

### (00:33:37) Lulu Cheng Meservey

#### English:

That was the goal and that's actually why I started spending time on Twitter. It was a very self-loathing exercise like Hamish doesn't like the Twitter model, nor do, we would talk about this a lot and I always felt a little bit fringe being on there. And before I worked at Substack I had a sleepy account of a couple hundred followers that didn't do very much. And I realized that the people that we were trying to speak to are heavy Twitter users, whether it's media people or online writers. And so I decided I'm going to spend some time and try to build an audience and then that audience became leverage, for better or worse. I don't think we should measure people by their Twitter following, but the fact is that if you have more then journalists and writers take you a bit more seriously. And so if I was going to try to carry a message on behalf of the company, I felt like it would be more effective if I had more people.

#### 中文翻译:

那确实是目标，也是我开始在 Twitter 上花时间的真正原因。这其实是一个挺自我厌恶的过程，比如 Hamish（Substack 创始人）不喜欢 Twitter 模式，我也不喜欢，我们经常聊这个，我在那儿总觉得自己像个边缘人。在去 Substack 工作之前，我有一个只有几百个粉丝的“沉睡”账号，几乎不发东西。但我意识到，我们要对话的人群——无论是媒体人还是在线作者——都是 Twitter 的重度用户。于是我决定花点时间尝试建立受众，无论好坏，那些受众后来成了我的杠杆。我不认为应该用 Twitter 粉丝数来衡量一个人，但事实是，如果你粉丝多，记者和作家就会更认真地对待你。所以如果我要代表公司传递信息，我觉得如果我有更多的受众，效果会更好。

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### (00:34:38) Lenny (Sponsors)

## English:

This episode is brought to you by Vanta, helping you streamline your security compliance to accelerate growth. If your business stores any data in the cloud, then you've likely been asked or you're going to be asked about your SOC 2 compliance. SOC 2 is a way to prove your company is taking proper security measures to protect customer data, and builds trust with customers and partners, especially those with serious security requirements. Also, if you want to sell to the enterprise, proving security is essential. SOC 2 can either open the door for bigger and better deals or it can put your business on hold. If you don't have a SOC 2, there's a good chance you won't even get a seat at the table. Beginning a SOC 2 report can be a huge burden, especially for startups, it's time consuming, tedious and expensive. Enter Vanta. Over 3,000 fast growing companies use Vanta to automate up to 90% of the work involved with SOC 2. Vanta can get you ready for security audits in weeks instead of months, less than a third of the time that it usually takes. For a limited time Lenny's Podcast listeners get \$1,000 off Vanta. Just go to [vanta.com/lenny](https://vanta.com/lenny), that's [vanta.com/lenny](https://vanta.com/lenny) to learn more and to claim your discount. Get started today.

## 中文翻译:

本期节目由 Vanta 赞助，帮助你简化安全合规流程，加速业务增长。如果你的业务在云端存储数据，你很可能已经被问到或将被问到 SOC 2 合规性。SOC 2 是证明公司已采取适当安全措施保护客户数据的一种方式，能建立客户和合作伙伴（尤其是那些有严格安全要求的客户）的信任。此外，如果你想向企业销售产品，证明安全性至关重要。SOC 2 既能为你开启更大更好的交易之门，也可能让你的业务停滞不前。如果你没有 SOC 2，很可能连谈判桌都上不去。开始 SOC 2 报告可能是一项巨大的负担，尤其是对初创公司而言，既耗时又乏味且昂贵。Vanta 应运而生。超过 3000 家快速增长的公司使用 Vanta 自动完成高达 90% 的 SOC 2 相关工作。Vanta 能让你在几周内（而不是几个月）做好安全审计准备，时间不到通常所需的三分之一。在限定时间内，Lenny's Podcast 的听众可享受 Vanta 1000 美元的优惠。只需访问 [vanta.com/lenny](https://vanta.com/lenny) 了解更多信息并领取折扣。今天就开始吧。

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## (00:36:11) Lulu Cheng Meservey

## English:

Going back to this formula, pressure equals force divided by area. Basically, to increase the effectiveness of your message you can either increase the force and what is in this context force? Is it like the amount of messaging or is it the success of your message? It's the amount of effort you put into it. So it's how much you are spending on this campaign or you have a limited amount of hours in the day and dollars in the bank. And so anytime you're doing something with comms, you're either paying the dollars or you're paying the time. Sometimes you're drawing down on credibility too, you have a certain amount of credibility and there are times when you just have to say, "Please trust me." You can spend that more efficiently if you focus. So instead of if you just take a simple ad campaign, instead of spending a million dollars to reach a million people, maybe you spend a \$100 to reach the hundred most important people. And focus that message exactly to them so that when they see your ad they're actually going to click on it and they're actually going to forward it, and that's a much better return. And then you might end up with a million dollars worth of return, because those people were so passionate that they then became their own messengers without you even having to be involved anymore.

## 中文翻译:

回到这个公式：压强等于压力除以面积。基本上，要提高信息的有效性，你可以增加压力（Force）。在这个语境下，压力是什么？是信息的数量，还是信息的成功程度？它是你投入的努力。也就是你在这次活动中花了多少钱，或者你每天有限的时间。在做传播时，你不是在花钱就是在花时间。有时你还在消耗公关信誉（Credibility）——你拥有一定量的信誉，有时你不得不说“请相信我”。如果你能聚焦，就能更高效地消耗这些资源。举个简单的广告案例：与其花 100 万美元去触达 100 万人，不如花 100 美元去触达最重要的 100 个

人。将信息精准地对准他们，这样当他们看到广告时，真的会点击并转发。这会有更好的回报。最终你可能会获得价值 100 万美元的回报，因为这些人非常热情，他们成了你的传播大使，你甚至都不需要再参与其中了。

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### **(00:37:12) Lenny**

#### **English:**

This is a really great framework, again, is your advice that for the smaller you are just basically reduce the area?

#### **中文翻译:**

这是一个非常棒的框架。再次确认一下，你的建议是：公司规模越小，就越应该缩小受力面积？

---

### **(00:37:21) Lulu Cheng Meservey**

#### **English:**

Yes.

#### **中文翻译:**

是的。

---

### **(00:37:22) Lenny**

#### **English:**

And the larger you are increase that over time?

#### **中文翻译:**

而随着规模变大，再逐渐扩大面积？

---

### **(00:37:24) Lulu Cheng Meservey**

#### **English:**

Yes. If you're just starting out, get 10 diehards and just spend all your time... You can't start out and try to win over the general public. You start out by creating a tiny, not the best analogy is one I can think of right now, a tiny monopoly. And it's the same like succeeding on Substack or creating anything on the internet. You choose what is going to be your tiny corner of the internet that you are going to just dominate entirely. And the smaller it is, the more you can dominate it and then these people that are in it become your true believers, your diehards, and they'll expand it out to the next circle and then you go from there. But if you try to win over everybody at the same time, it's a food coloring in the ocean kind of thing as opposed to food coloring in a cup.

#### **中文翻译:**

没错。如果你刚起步，先找 10 个死忠粉，把所有时间都花在他们身上。你不能一上来就试图赢得大众。你要先创造一个微型垄断（Tiny monopoly）——虽然这可能不是最好的类比，但这是我目前能想到的。这和 Substack 上取得成功或在互联网上创造任何东西是一样的。你选择互联网的一个微小角落，然后彻底统治它。角落越小，你就越能统治它，其中的人就会成为你的忠实信徒和死忠粉，他们会把影响力扩展到下一个圆圈，

你再以此为基础继续。但如果你试图同时赢得所有人，那就像往大海里滴食用色素，而不是往杯子里滴，效果会被稀释殆尽。

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### (00:38:17) Lenny

#### English:

Is there an example that comes to mind of someone that did this really well? I don't know. I know it's hard to think of just an example off the top of your head, but does anything come to mind?

#### 中文翻译:

你脑海中有什麼做得特別好的例子嗎？我知道突然想一個例子很難，但有什麼想到的嗎？

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### (00:38:25) Lulu Cheng Meservey

#### English:

Balaji did this really well with his book *The Network State*, that book was super successful. He didn't do a lot of the traditional book tour New York Times stuff. He went his own route, and I think that was really smart if you're going to put it in the setting of this framework, it's he created his own distribution channels. He didn't try to compete with the roster of Harper Collins on their turf, and when he created his own distribution channels he focuses on who are the diehards and the truth fans, and these are people that he fosters. He goes on podcasts that reach these people. He doesn't deviate from messaging to try to appeal to everybody. There are people who just will never like that guy and he is totally fine with it. So he's not watering down who he is to appeal to people who will never like him, which it's tempting for companies to do. You hate when people are mad at you, so you try to appeal to them and then your true fans lose their passion because the thing that made you so special has now gone milk toast. So Balaji fosters his true fans and then when the book launched they propelled him to the top of the Amazon list, because they were out there evangelizing, proselytizing. You probably saw all these tweets about his book. He didn't pay anybody as far as I know. He didn't pay anybody to do that. He just shared it with the people and they wanted to show that they were into this.

#### 中文翻译:

Balaji 的书《网络国家》（*The Network State*）做得非常好。那本书非常成功。他没有做很多传统的巡回签售或《纽约时报》那一套。他走出了自己的路。如果放在这个框架下看，他非常聪明：他建立了自有的分发渠道。他没有试图在哈珀柯林斯（Harper Collins）的领地上与他们的作者竞争。他建立了自己的渠道，专注于死忠粉和真正的粉丝，并悉心培养他们。他参加能触达这些人的播客。他从不为了迎合所有人而改变自己的信息。有些人永远不会喜欢他，他对此完全无所谓。他不会为了讨好那些永远不会喜欢他的人而稀释自己的个性——这是很多公司容易掉进去的陷阱。你讨厌别人对你生气，所以你试图迎合他们，结果你的真爱粉失去了热情，因为让你显得特别的东西变得平庸（Milk toast）了。所以 Balaji 培养他的真爱粉，当书发布时，他们把他推到了亚马逊榜首，因为他们在外边到处宣传、布道。你可能看到了所有关于他那本书的推文。据我所知，他没付钱给任何人。他只是把书分享给那些人，而他们想要展示自己对此的热爱。

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### (00:39:46) Lenny

#### English:

That's a great example. I know that founders often worry focusing too narrowly limits their market, and it's never going to grow into anything large. In your experience do you find that that's just often not true,

that there's often a much bigger opportunity than they think? Or is that just a good way to start and then you expand from there?

**中文翻译:**

这是一个很好的例子。我知道创始人经常担心过于狭窄的定位会限制市场，导致无法做大。根据你的经验，你是否发现这通常不是真的，机会往往比他们想象的要大得多？或者这只是一个好的起点，然后再从那里扩张？

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**(00:40:03) Lulu Cheng Meservey**

**English:**

It's both. If you're writing online or doing something online, the denominator is the size of the internet. You don't need to capture 80% of it. If you capture 0.01% of it, that is a great business and then you can go from there. Once you've won that then you can decide to go from there and the world is a big place. So now that everything's digital the denominator's so large that I wouldn't worry too much about the numerator. But it is also true that if you start off trying to peel to too many people, you have to water down your stuff so much that you'll never stand out. And you've written about this Lenny with how to be viral, how to be noticed, and one of the things is be remarkable. And you can't be remarkable if you're trying to appeal to so many people that you have to become the average of 500,000 people's tastes.

**中文翻译:**

两者兼而有之。如果你在网上写作或做生意，分母是整个互联网。你不需要占领 80% 的市场。如果你能占领 0.01%，那已经是一门伟大的生意了，然后你可以以此为基础继续发展。一旦你赢得了那一小块，你可以决定向外扩张，世界很大。现在一切都数字化了，分母如此之大，我不会太担心分子。但同样真实的是，如果你一开始就试图吸引太多人，你就必须极大地稀释你的内容，以至于你永远无法脱颖而出。Lenny，你也写过关于如何走红、如何被注意到的文章，其中一点就是“要卓越”（Be remarkable）。如果你试图迎合太多人，以至于不得不变成 50 万人平均口味的产物，你就不可能卓越。

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**(00:40:57) Lenny**

**English:**

This is a good way to think about I think when something's not working, when you're trying to get a bunch of attention for your product and no one cares. Feels like this is one reason is just you're going too wide.

**中文翻译:**

我觉得当事情进展不顺，当你试图为产品争取关注却没人理会时，这是一个很好的思考角度。感觉原因之一就是铺得太开了。

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**(00:41:09) Lulu Cheng Meservey**

**English:**

Yeah, I think that's probably the most common reason.

**中文翻译:**

是的，我认为这可能是最常见的原因。

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## (00:41:14) Lenny

### English:

Maybe just thinking about diagnosing why your comms may not be working. This may be too big of a question, but just what other explanations could there be for why no one cares about what you're trying to put out?

### 中文翻译:

也许我们可以诊断一下为什么传播会失效。这可能是一个太大的问题，但除了铺得太开，还有什么原因会导致没人关心你发布的内容？

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## (00:41:25) Lulu Cheng Meservey

### English:

You're doing it as a corporation instead of a person. This is another super common mistake is you're letting yourself speak like a faceless corporation because it feels like that's what you should do now. Okay, now you're a real company and now you got to do real company stuff, that means you have to issue decrees on behalf of the C corp and you don't. And it doesn't work because people don't trust institutions. People don't like corporations or at least are not passionate about them. People care about people and trust and like people, and so there's a sense of wanting to cosplay an executive and it doesn't work, it doesn't resonate. A good example of this would be Ryan Peterson at Flexport. His company, even after it got huge, he never became the generic corporate chief. He always was a person. And there are people, many, many people who became interested in Flexport because Ryan's an interesting guy. And it's not like they had a passion for logistics and freight and shipping, but he's doing something interesting. And then he became the human gateway drug for people to become interested in his company.

### 中文翻译:

因为你是以公司的身份而不是以人的身份在说话。这是另一个超级常见的错误：你让自己像一个没有面孔的公司那样说话，因为你觉得“现在是正规公司了，就该做正规公司该做的事”。这意味着你要代表公司发布各种“法令”，但其实你不需要。这行不通，因为人们不信任机构。人们不喜欢公司，或者至少对公司没有热情。人们关心人，信任并喜欢人。所以那种想要“角色扮演”成一名高管的感觉是行不通的，无法引起共鸣。Flexport 的 Ryan Peterson 就是一个很好的例子。即使他的公司规模已经很大了，他从未变成那种平庸的企业首脑。他始终是一个鲜活的人。有很多人是觉得 Ryan 这个人很有趣才开始关注 Flexport 的。并不是说他们对物流、货运和航运有热情，而是因为他在做有趣的事。他成了让人们对他的公司产生兴趣的“人间引路人”。

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## (00:42:40) Lenny

### English:

Yeah, absolutely. He had that crazy viral tweet about the ports and that's a really good example. Man, I was going to go in a different direction, but maybe we go to this idea of going direct. You're a big fan and Balaji is a really big fan of this too, speaking of just the importance of going direct. So maybe just talk about what does that mean and why is that important these days?

### 中文翻译:

没错，绝对是。他那条关于港口的疯传推文就是一个极好的例子。天哪，我本来想聊别的，但也许我们该聊聊“直接面向受众”（Going direct）这个想法。你是它的忠实粉丝，Balaji 也是。既然聊到了直接面向受众的重



要性，你能谈谈这具体意味着什么，以及为什么在当下如此重要吗？

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## (00:42:58) Lulu Cheng Meservey

### English:

Well, Balaji is more go direct than me. He thinks that I'm soft in this area because I think that there's still a place for engaging with media and that it's just another tool. He's for just straight-up go direct undistilled. But I think that for everybody a 100% of the time you want going direct to be a part of what you're doing, whether it's all you're doing, or whether you're doing something else, you can't not have a direct channel. So what that actually looks like, and people say this all the time go direct. What does that actually look like to go direct? It means that the founder or executive for some very senior person has to be speaking from themselves. First person, may be first person plural, and speaking in a human voice authentically. You see them make mistakes, you see them be vulnerable, and they have to become an ambassador to the community. If you don't have that, then you don't have a direct channel even if you have a Twitter or a Substack or whatever, it's not direct if not connected to a person because if the other side of it is a corporation there's no direct connection. And then the second thing is start building your own audience as soon as possible. You can do this alongside engaging with the media or doing traditional things. To the point of focusing your energy and decreasing the surface area, for startups I would not recommend trying to do an Instagram, a Twitter, LinkedIn, YouTube, and TikTok. I would choose the thing that that person is the best at. So if your spokesman is going to be your CEO, which is a good default, they're going to have a dominant communication style where they're the best at being themselves. And that's important because if somebody else is ghost-writing all their stuff, it shows. So some CEOs are better at writing long form. Some CEOs are better at doing videos. Some do better with audio or podcasts, some are better with short form. The way that Elon Musk communicates on Twitter, he's born to do Twitter. You can't picture him writing long thoughtful blog posts, it's not a thing that he does. Whereas Brian Armstrong or Hamish or Chris, they write great blog posts that are sincere and effective, and that's better than them just trying to do it only through tweets. So pick the thing that your spokesperson is the best at and then invest everything into that channel, and then build it up to a decent amount and then expand outward. Because if you try to build six or seven channels at once you're just not going to get anywhere.

### 中文翻译:

Balaji 比我更推崇“直接面向受众”。他觉得我在这方面太温和了，因为我认为与媒体打交道仍有一席之地，它只是另一种工具。他主张的是纯粹的、不加过滤的直接沟通。但我认为，对所有人来说，100%的时间里你都应该把“直接面向受众”作为工作的一部分。无论它是你的全部工作，还是你同时在做别的事，你都不能没有直接渠道。那么“直接面向受众”到底长什么样？人们总说这个词。它意味着创始人、高管或某些非常资深的人必须亲自发声。用第一人称（或者第一人称复数），用真实的人类声音说话。你会看到他们犯错，看到他们的脆弱，他们必须成为社区的大使。如果你没有这些，即使你有 Twitter 或 Substack，你也没有真正的直接渠道。如果另一端是一个公司实体，那就没有直接联系。第二点是：尽早开始建立自己的受众。你可以一边与媒体打交道或做传统公关，一边做这件事。回到聚焦精力和减小表面积的话题，对于初创公司，我不建议同时做 Instagram、Twitter、LinkedIn、YouTube 和 TikTok。我会选择那个人最擅长的方式。如果你的发言人是 CEO（这是一个很好的默认选择），他们会有一种最能展现自我的主导沟通风格。这很重要，因为如果是别人代笔，一眼就能看出来。有些 CEO 擅长写长文，有些擅长拍视频，有些擅长音频或播客，有些擅长短内容。埃隆·马斯克在 Twitter 上的沟通方式，他简直是为 Twitter 而生的。你无法想象他写那种长篇大论、深思熟虑的博客文章，那不是他的风格。而 Brian Armstrong、Hamish 或 Chris，他们能写出真诚且有效的优秀博客，这比他们只发推特效果更好。所以，选出你的发言人最擅长的那种形式，然后把所有资源投入到那个渠道，把它做大，然后再向外扩张。如果你试图同时建立六七个渠道，你将一事无成。

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## (00:45:47) Lenny

### English:

I think that's such a important point. I feel like me choosing a newsletter was actually a really good choice. As much as you may not believe this I'm not a performer person, I just want to hide behind the computer and just type stuff. And the newsletters, especially during COIVD, I was like, "I just sit at home and share stuff and edit and think about it where it's like, 'Hello everyone.'" And it took me a while to get to this point of like, "Oh, I can maybe do a podcast because I've built up a little more confidence that this is useful." So I so agree with that and that's what I tell a lot of people. Just pick the platform that is most natural to you. Maybe you like talking, maybe you performing on video, maybe you just want to sit and type.

### 中文翻译:

我觉得这一点非常重要。我感觉我选择写简报（Newsletter）真的是个明智的选择。尽管你可能不信，但我不是那种爱表演的人，我只想躲在电脑后面敲字。尤其是在疫情期间，我觉得“我只要坐在家里分享东西、编辑、思考就行了”。我花了很长时间才走到这一步，觉得“噢，也许我可以做个播客，因为我积累了更多信心，觉得这很有用”。所以我非常同意你的观点，这也是我告诉很多人的：选择对你来说最自然的平台。也许你喜欢说话，也许你擅长出镜，也许你只想静静地打字。

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## (00:46:24) Lulu Cheng Meservey

### English:

And that's a good point too, Lenny, because it changes over time. Just because you pick one thing doesn't mean that you're stuck with only that forever. Over time you might choose different things and I've seen founders become a lot more comfortable in front of the camera, for example, once they've done a few reps. And the other reason to know that you can just change it over time is otherwise it feels like a deterrent to getting started. Sometimes there's paralysis if I don't know which thing to choose, and so I'm either going to do a bunch of them or none of them. Go with your gut pick one and you're not wed to that forever, you can always change it down the road.

### 中文翻译:

Lenny，这也是个很好的观点，因为情况会随时间而变。仅仅因为你选择了一样东西，并不意味着你永远只能做那一样。随着时间的推移，你可能会选择不同的东西。我见过很多创始人在练习几次后，在镜头前变得从容多了。另一个需要知道“可以随时更改”的原因是，否则这会变成开始的阻碍。有时人们会因为不知道选哪个而陷入瘫痪，结果要么全做，要么全不做。听从直觉选一个，你并没有和它“终身绑定”，以后随时可以换。

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## (00:46:58) Lenny

### English:

Do you think every founder needs to be on Twitter? I get this a lot from founders. Do I need to be on Twitter? I hate Twitter. What's your take?

### 中文翻译:

你觉得每个创始人都需要玩 Twitter 吗？我经常听到创始人问：“我必须上 Twitter 吗？我讨厌 Twitter。”你怎么看？

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## (00:47:04) Lulu Cheng Meservey

### English:

No, I think a lot of founders do. If they are super mission driven, for example, that's one way that you're going to find other people that resonate with your mission and that you're going to make the case for the mission. If you're mission driven there's also a good chance that you're doing something that some people love and some people hate. And so you're going to need to be out there fighting the fight in a way. I don't mean in a pugilistic antagonistic way, but you have to defend your thing. And so I think it's important if you're mission driven. I also think it's important if your charisma is a big part of recruiting for the company. There are some companies where the founder's charisma is a big part of why people want to go work there. So Palmer Lucky and Anduril, he is magnetic to a lot of engineers and they want to go work with that guy, specifically. Whereas there are companies where people want to go work for the company and it's less important that the founder is vocal.

### 中文翻译:

不一定，但我认为很多创始人确实需要。例如，如果他们是极度使命驱动的，那是找到志同道合者并阐述使命的一种方式。如果你是使命驱动的，很可能你做的事有人爱有人恨。所以你需要在那儿“战斗”——我不是指那种好斗的对抗，而是你必须捍卫你的事业。所以如果你是使命驱动的，这很重要。另外，如果你的个人魅力是公司招聘的重要组成部分，那也很重要。在某些公司，创始人的魅力是人们想去那里工作的很大一部分原因。比如 Anduril 的 Palmer Luckey，他对很多工程师极具吸引力，他们就是想跟着他干。而在另一些公司，人们是冲着公司本身去的，创始人是否活跃就不那么重要了。

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## (00:48:02) Lenny

### English:

What's interesting I found recently is I get more traffic to my newsletter from LinkedIn than Twitter. Is that something you think about at all? Going to LinkedIn instead of Twitter feels so wrong to say, but what's your take there?

### 中文翻译:

我最近发现一件有趣的事：我的简报从 LinkedIn 获得的流量比 Twitter 还多。你会考虑这一点吗？说“去 LinkedIn 而不是 Twitter”感觉怪怪的，但你怎么看？

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## (00:48:14) Lulu Cheng Meservey

### English:

Yes, if you are career related, LinkedIn will be a lot better. One, it's better because it's not such a cesspool where anything immediately becomes controversial and people fight over it in their mentions. Two, because LinkedIn is really underutilized and founders should know this, PMs should know this. LinkedIn is super underutilized because it gets a ton of eyeballs in time, but most of the content sucks. 95% of the content this is not scientific-

### 中文翻译:

是的，如果你的内容与职业相关，LinkedIn 会好得多。第一，它更好是因为它不像 Twitter 那样是个“化粪池”，任何事都会立刻引发争议，人们在评论区吵个不停。第二，LinkedIn 真的被严重低估了，创始人应该知道这一点，产品经理也该知道。LinkedIn 被低估是因为它占据了大量的关注和时间，但大部分内容都很烂。95% 的内容（这不科学，只是我的估算）——

### (00:48:49) Lenny

#### English:

Seems right, seems right.

#### 中文翻译:

听起来没错，确实如此。

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### (00:48:50) Lulu Cheng Meservey

#### English:

This is my might estimate. 95% of the content is people congratulating each other on work anniversaries or people saying, "I'm so proud of my team for this thing they did." And then people react out of a sense of friendship and affection or support, but actually genuinely interesting and useful content on LinkedIn is very rare. So the ratio of your competitive set of interesting content versus how much time and attention people spend on there is excellent.

#### 中文翻译:

这是我的大致估算。95% 的内容都是人们在互相祝贺入职周年，或者说“我为我的团队感到骄傲”。人们点赞是出于友谊、喜爱或支持，但 LinkedIn 上真正有趣且有用的内容非常罕见。所以，有趣内容的竞争程度与人们在上面花费的时间和注意力之比，是非常理想的。

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### (00:49:24) Lenny

#### English:

That is really good advice. I'm going to throw a fishing line into the pool of examples. You talked about people doing this well, going direct. Balaji talking about Ryan Peterson and Elon obviously. Is there anyone else that's just like here check out what they're doing and could be a good model to learn from?

#### 中文翻译:

这建议太棒了。我想再挖掘一些例子。你提到了那些做得很好的人，比如 Balaji 提到的 Ryan Peterson，还有埃隆。还有谁值得大家去关注并作为学习榜样的吗？

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### (00:49:41) Lulu Cheng Meservey

#### English:

I think it's really interesting to see what Mike Solana is doing with Pirate Wires. Here's an example of why it clearly makes sense to have the founder be very active on Twitter because he is his own recruiter and spokesperson. So I think the makeup industry actually is at the forefront of this. The makeup industry is smarter than all of us in how they use social media and influencers, because they caught on very early on that people don't buy makeup to subscribe to makeup brands, that they do it because a certain celebrity or influencer or Kardashian has this nice looking eyelid and they want their eyelid to look that way. And so going back years before the rest of us were talking about going direct, there are makeup companies that would spend \$0 on marketing, and minimal efforts on press and pour all of it decreasing the surface area. Pour all of it into fostering a small roster of influencers and having them spread the message. And so I think watch makeup companies, watch consumer companies, they're doing it right, they speak with a human voice, they speak through human beings and they're fast. If there's a trend the same day they will

have hopped on the trend... within an hour they're on the trend, as opposed to other industries or more traditional companies that take a few days and they route through approvals and then the opportunity's gone.

#### 中文翻译:

我觉得 Mike Solana 的《Pirate Wires》非常有趣。这是一个典型的例子，说明为什么创始人活跃在 Twitter 上非常有意义，因为他自己就是招聘官和发言人。另外，我认为化妆品行业其实走在了最前沿。化妆品行业在利用社交媒体和影响力人物方面比我们所有人都聪明，因为他们很早就意识到，人们买化妆品不是为了订阅某个品牌，而是因为某个明星、网红或卡戴珊的眼妆很好看，他们也想变成那样。所以，早在我们讨论“直接面向受众”的几年前，就有化妆品公司在营销上投入为 0，在媒体公关上投入极少，而是把所有资源都用来减小表面积——全部投入到培养一小群影响力人物并让他们传播信息上。所以，多观察化妆品公司和消费品公司，他们做得非常对：用人类的声音说话，通过真实的人来传播，而且反应极快。如果出现一个热点，他们当天甚至一小时内就会跟进，而其他行业或传统公司则需要几天时间走审批流程，等批下来机会早就没了。

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### (00:51:11) Lenny

#### English:

What are some makeup companies for people to check out to see what they're doing?

#### 中文翻译:

有哪些化妆品公司值得大家去研究一下？

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### (00:51:14) Lulu Cheng Meservey

#### English:

So NYX, N-Y-X, it's a division of L'Oreal. NYX is wanted the makeup companies that has, as far as I know \$0 spent on marketing and all of their dollars and all of their effort spent on paying influencers. And they really out punched their weight in terms of using humans to deliver a message that contains a call to action and then selling out product. And the product will be like a normal black eyeliner. It's the most fungible thing you could possibly imagine, and that one eyeliner will be sold out at CVS's across the country for a couple weeks, because they did something right with their social media using a person.

#### 中文翻译:

比如 NYX，它是欧莱雅旗下的一个品牌。据我所知，NYX 是那种营销支出为 0 的公司，所有的钱和精力都花在给网红付费上。在利用真人传递带有行动号召的信息并卖断货方面，他们表现得极其出色。产品可能只是普通的黑色眼线笔，这是你能想象到的最普通、最容易被替代的东西，但那只眼线笔能在全国的 CVS 药店断货好几周，就因为他们社交媒体上利用真人做对了某些事。

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### (00:51:57) Lenny

#### English:

Just a couple more questions around this going direct concept. I don't know if you actually talked about why that's important because I think we talk about this a lot, and I think people may not recognize why people find this so important these days. What's the motivation behind that with Balaji and other founders?

#### 中文翻译:



关于“直接面向受众”这个概念，我还有几个问题。我不确定你是否真正谈到了它为什么如此重要，因为虽然我们经常聊这个，但人们可能没意识到为什么现在大家觉得它这么关键。Balaji 和其他创始人背后的动机是什么？

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## (00:52:14) Lulu Cheng Meservey

### English:

There's two reasons it's important, there's the offense and the defense of it. The defense of it is going back to having the underdog, the insurgency mentality. If you're trying to do something different that goes against the grain, people are going to attack you. Not everyone's going to like it. And the point is that not everyone should like it, but you need a way to stand up for yourself because you don't have the big institutions and power structures that are going to do that work for you because you're going against the grain. So if you're going to stand up for yourself there's only one way to do it, which is you do it. And so building the audience and the channels and you have to prime the market. By which I mean if you're a public company, you're priming the market by getting them used to how you convey information to them. If you're a small startup or a founder, you're priming the market by making your audience aware of how you normally communicate, so that when you do something it's not weird. If you never post and then suddenly you start posting, people are going to think you're having a crisis or something like what is going on? They're going to try to read into it. So you have to already have the cadence and the relationships set up so that when you need to draw on them if you're under attack then you can, that's the defense of it. The offense of it is if you're doing something new and if you're mission driven, and if what you're doing is truly unique and innovative, no one else will be to tell that as well as you. The most friendly, sympathetic reporter on Earth could not tell that as well as you because they don't understand it as well as you, and so the onus just falls on you to do it.

### 中文翻译:

它之所以重要有两个原因：进攻和防守。防守方面，回到“弱者”或“反叛者”心态。如果你在做一些反传统的事，人们会攻击你。不是每个人都会喜欢它，事实上也不应该每个人都喜欢。但你需要一种为自己辩护的方式，因为你没有大型机构和权力结构来帮你说话，因为你正在挑战传统。所以如果你要为自己辩护，唯一的办法就是亲自上阵。因此，你需要建立受众和渠道，并且必须“预热”市场。我的意思是，如果你是一家上市公司，你通过让市场习惯你传递信息的方式来预热；如果你是一家小初创公司或创始人，你通过让受众了解你平时的沟通方式来预热，这样当你发布消息时，大家不会觉得奇怪。如果你从不发帖，突然开始发帖，人们会觉得你是不是出危机了，或者发生了什么事？他们会过度解读。所以你必须已经建立好了节奏和关系，这样当你受到攻击需要动用这些资源时，你才有的用。这就是防守。进攻方面，如果你在做全新的事，如果你是使命驱动的，如果你所做的事真正独特且具有创新性，没人能比你讲得更好。世界上最友好、最同情你的记者也讲不出你的水平，因为他们没你理解得深。所以，讲好故事的责任就落在你肩上。

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## (00:53:52) Lenny

### English:

If someone listening is like, "Yep, okay, I fully agree, time to do this." What do you suggest as a next step to starting to build an audience and going direct broadly.

### 中文翻译:

如果听众里有人觉得：“没错，我完全同意，是时候行动了。”你建议他们开始建立受众并广泛开展直接沟通的第一步是什么？

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**English:**

Step one would be assessing what are you good at and what do you enjoy? So that's where you decide, do I like long form writing, or do I enjoy podcasting, or what are my mediums? Step two is setting up your account on those channels. So if you enjoy long form writing then you're going to have to choose, do you do a Substack, do you do Medium or whatever else? There's a objectively right answer on that one. But if you are doing short videos you're going to choose are you going to invest in Instagram, or you're going to invest in TikTok, you set that up. And then you start building your audience. And when you start if you're actually starting from zero, get some pipeline of talent ready. Sorry, not pipeline or talent, pipeline of content. Get it ready, it's the same way as if you're launching a Substack. If you're launching a Substack you want to get a week or two of posts ready to go, so that out the gate you can build a lot of momentum. With different social networks it actually helps the algorithm if you come out the gate strong and are really regular. So TikTok, for example, if you're starting at TikTok with zero followers, you want to get a week or two of solid data just in the pipeline so you can hit it, hit it because the algorithm favors you right as you're starting out because they want you to keep going, so you want to ride that as much as possible. So that's step two is just get yourself ready for launch. Don't do one post and wait, get a bunch of posts ready and then boom, boom, boom. And then three is to have an ongoing content strategy, you know who you're going to reach, you know what they care about. So you have to plan out, "Here's the cadence with which I'm going to talk to them. Here's how I'm going to do community management and respond to people, and here are the ways where I'm going to do announcements." And you get into a cadence because it's the same as growing a newsletter. The regularity and the consistency is a big part of growing. And so it's the same with audience. A mistake that people make I think is just every once in a while trying to go viral as opposed to just being consistent. And then some posts do better than others organically, but that's the way to do it. I don't live that. I'm not a good example because I'm so self-loathing about being on Twitter I will go away for one or two weeks and do nothing, and then I'll come in with a bunch of posts in one day. It's not a best practice. It's not the way you're supposed to do it. Ideally, you're just there every day saying something and then it builds over time.

**中文翻译:**

第一步是评估你擅长什么以及你喜欢什么。决定你是喜欢写长文，还是喜欢做播客，你的媒介是什么？第二步是在这些渠道上开设账号。如果你喜欢写长文，你得选是做 Substack 还是 Medium 等等（关于这个其实有一个客观的正确答案）。如果你做短视频，你要选是投 Instagram 还是 TikTok。设置好账号。然后开始建立受众。如果你是从零开始，先准备好内容储备（Pipeline of content）。就像发布 Substack 一样，你得准备好一两周的帖子，这样一出门就能造势。对于不同的社交网络，如果你起步强劲且非常规律，对算法是有利的。比如 TikTok，如果你从零粉丝开始，你得准备好一两周的优质内容，然后密集发布，因为算法在你刚起步时会给你流量倾斜，希望你留下来，所以你要尽可能利用这一点。所以第二步就是做好发布准备。不要只发一条就等着，要准备一堆，然后连续出击。第三步是制定持续的内容策略：明确你要触达谁，他们关心什么。规划好：“我将以什么样的频率与他们交流？我如何进行社区管理和回复？我如何发布公告？”进入一种节奏，因为这和经营简报是一样的。规律性和一致性是增长的关键。建立受众也是如此。我觉得人们常犯的一个错误是偶尔尝试走红，而不是保持一致性。虽然有些帖子会自然地表现得更好，但一致性才是王道。我自己没做到这一点，我不是个好榜样，因为我对玩 Twitter 挺自我厌恶的，我会消失一两周什么都不发，然后一天发一堆。这不是最佳实践，不该这么做。理想情况下，你应该每天都在那里说点什么，然后随着时间推移慢慢积累。

**English:**

I'm actually an example of trying to focus on consistent non-viral content and it's worked out.

**中文翻译:**

我其实就是一个专注于持续输出、不追求走红内容的例子，而且效果不错。

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### **(00:56:44) Lulu Cheng Meservey**

**English:**

It has worked out.

**中文翻译:**

确实很有成效。

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### **(00:56:46) Lenny**

**English:**

It's worked out. It's worked out so far, but it's interesting to see how different people act and how it's like I'm trying to go viral every tweet, every post and that is hard. And it's also just like people can tell you're just trying to create some viral thing and no one cares.

**中文翻译:**

目前为止效果很好。但观察不同人的行为很有趣，有些人每条推特、每个帖子都想走红，那太难了。而且人们能看出来你只是在博眼球，反而没人在意。

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### **(00:57:00) Lulu Cheng Meservey**

**English:**

And it's very obvious when you're just trying to go viral for the sake of it and you don't have a real message. It's like the post when people screenshot the iPhone six digit security code and they say best feature apple's ever built. A few people did that, and now I've seen it probably dozens of times. And it doesn't even help to get you followers because that's not something where people say, "Only this person could uniquely give me this kind of content in the future." If you're going to get followers with a one-off joke, it has to be an incredibly hilarious one-off joke where they say, "This person is going to keep entertaining me." But with these kind of viral baits, I don't think it's even that effective.

**中文翻译:**

当你只是为了走红而走红，却没有真实的信息传递时，是非常明显的。就像有人截屏 iPhone 的六位验证码自动填充功能，然后说“这是苹果有史以来最伟大的功能”。几个人这么做过，现在我已经看过几十次了。这甚至帮不到你涨粉，因为人们不会觉得“只有这个人能持续给我提供这种独特的内容”。如果你想靠一个段子涨粉，那得是一个极其好笑的段子，让人们觉得“这个人会持续逗我开心”。但对于这种“流量诱饵”（Viral baits），我觉得效果并不好。

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### **(00:57:41) Lenny**

**English:**

And also what I find if something does go viral, whatever the correct term is and then life goes on, nothing's going to significantly... that's just one thing, and then you have to do it again and again. That's

where people don't realize like, "Oh, I went viral. I'm done. My life is good now." Nothing's going to really change most often, and you have to do it again and again.

#### 中文翻译:

而且我发现，即使某样东西真的火了，生活还是照旧，不会有翻天覆地的变化。那只是一次性的，你必须一次又一次地重复。很多人没意识到这一点，以为“噢，我火了，我成功了，从此生活美好了”。通常情况下，什么都不会改变，你必须持续产出。

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### (00:58:03) Lulu Cheng Meservey

#### English:

I think that's true. One thing that I've noticed about your audience, Lenny, is that it's the right audience. It's the people who find value in what you do, and they're in the right place and there's a match. Sometimes in the effort to just gain followers for the sake of it or a go viral for the sake of it, you end up with a mismatch of the audience. You had this viral hamster tweet, and now they're all here expecting hamster content, and they're not engaging with you, you're not bringing value to them. It's just making the number go up, which is not that meaningful. So one example of this is there's all these threads about how to just grow on Twitter for no reason, just grow for the sake of growing. And it's a lot of generic advice of make sure that you bullet point out the 10 things. But it's always pablum of make sure that you value your relationships, and make time for yourself. And things that are not enriching people's lives they get a lot of likes that are low value likes from random people about the internet. But I think that they're deepening a relationship with a meaningful audience, and I don't think that they're really capturing the respect and admiration of their peers. So I think it's just important to consider what trade-offs people make in their efforts to grow.

#### 中文翻译:

我觉得没错。Lenny，我注意到你的受众非常精准。他们是那些能从你的工作中发现价值的人，他们在正确的地方，且彼此契合。有时为了涨粉而涨粉，或者为了走红而走红，会导致受众错配。比如你发了一条关于仓鼠的爆火推文，结果来了一群想看仓鼠内容的人，他们不会和你互动，你也无法为他们提供价值。这只是让数字上升，没什么意义。一个例子是 Twitter 上到处都是教你如何涨粉的推文串，纯粹是为了增长而增长。里面全是些通用的建议，比如“确保列出 10 个要点”，但内容全是陈词滥调（Pablum），比如“珍惜人际关系”、“留点时间给自己”。这些东西并不能丰富人们的生活，虽然能获得很多点赞，但那是来自路人的低价值点赞。我不认为这能加深与有意义受众的关系，也不认为这能赢得同行的尊重和钦佩。所以，考虑人们在追求增长时所做的权衡是非常重要的。

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### (00:59:28) Lenny (Lightning Round)

#### English:

Well, with that we've reached our very exciting lightning round. I've got five questions for you. Are you ready? First question. Great. What are two or three books you've recommended most to other people?

#### 中文翻译:

好了，现在进入我们非常激动人心的闪电问答环节。我有五个问题。准备好了吗？第一个问题：你向别人推荐最多的两三本书是什么？

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### (00:59:41) Lulu Cheng Meservey

**English:**

I recommend Gates of Fire, it comes off the Marine Commandants Reading List, it's on there perennially. It is about the Battle of Thermopylae, it's the 300 Spartans, but it's the whole backstory. And if you get into it's about leadership, it's about courage, it's about creativity, and it's really well-written, so that's one that I recommend a lot.

**中文翻译:**

我推荐《烈火之门》(Gates of Fire)。它常年出现在海军陆战队司令的推荐书单上。它是关于温泉关战役和 300 斯巴达勇士的，但讲的是整个背景故事。如果你深入阅读，会发现它是关于领导力、勇气和创造力的，而且写得非常好。这是我经常推荐的一本。

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### **(01:00:00) Lenny**

**English:**

What's a favorite recent movie or TV show?

**中文翻译:**

最近最喜欢的电影或电视剧？

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### **(01:00:03) Lulu Cheng Meservey**

**English:**

I've been watching The Last Of Us, like everybody on Earth. I've been watching it both for entertainment and for work, because it's really interesting to see how the show drives sales of the video games, and how you can use that to make the whole of the sales greater than the sum of its parts. So I'm watching that really carefully.

**中文翻译:**

和地球上所有人一样，我一直在看《最后生还者》(The Last Of Us)。我既是为了娱乐也是为了工作在看，因为观察这部剧如何带动电子游戏的销量，以及如何利用这一点让整体销量大于部分之和，真的非常有趣。所以我看得很仔细。

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### **(01:00:24) Lenny**

**English:**

Interesting. We have a drinking game now. Every time someone says Last of us that's a new thing because it's starting to come up a lot, so everyone enjoy your drink. Favorite interview question you like to ask?

**中文翻译:**

有趣。我们现在有个喝酒游戏：每当有人提到《最后生还者》，大家就喝一杯，因为这个词出现的频率越来越高了。你最喜欢的面试问题是什么？

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### **(01:00:36) Lulu Cheng Meservey**

**English:**

I like to ask people what they've been reading too. It's a good way to get good book recommendations. It's also a good way to see where their head's at when they're not working.

**中文翻译:**

我也喜欢问别人最近在读什么。这是获得好书推荐的好方法，也是了解他们在工作之余思考什么的好途径。

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### **(01:00:45) Lenny**

**English:**

Favorite SaaS products that you use day-to-day and bonus points for something that is new or interesting that you've recently discovered?

**中文翻译:**

你日常使用的最喜欢的 SaaS 产品？如果能分享最近发现的新奇有趣的产品会有加分。

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### **(01:00:52) Lulu Cheng Meservey**

**English:**

I don't know that this is new or novel because I use Notion for almost everything, and I really like the new AI that they've built into it. I also have been using Lex, which is Nathan Baschez startup, where it's like the AI writing editor that you've probably seen. I'm trying to think if there's anything that I use that other people don't. I don't think I'm terribly original in that sense. I use a lot of Microsoft Excel, which I think is controversial.

**中文翻译:**

我不知道这算不算新颖，因为我几乎所有事情都用 Notion，我非常喜欢他们内置的新 AI 功能。我还一直在用 Lex，那是 Nathan Baschez 创办的公司，你可能见过，它是一个 AI 写作编辑器。我在想有没有什么我用而别人不用的东西，我觉得在这方面我没什么原创性。我用很多 Microsoft Excel，我觉得这可能挺有争议的。

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### **(01:01:21) Lenny**

**English:**

That is, wow, that's cool, but I get it. That's when you know you're doing serious work, you got to accelerate.

**中文翻译:**

哇，那很酷，但我理解。当你开始做严肃的工作时，你就得用 Excel。

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### **(01:01:27) Lulu Cheng Meservey**

**English:**

Yeah, exactly.

**中文翻译:**

没错。

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### (01:01:28) Lenny

#### English:

Final question, best tip for someone trying to get attention for their product, take away tip, best takeaway tip.

#### 中文翻译:

最后一个问题：对于想要为产品争取关注的人，你最好的建议是什么？

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### (01:01:37) Lulu Cheng Meservey

#### English:

Give it away for free to the right people. If you can choose the people who are going to love it, look at the Venn diagram of people who are going to be obsessed with this product. And people who have a large following among the other people that you want to get to, whoever falls into that sliver of the Venn diagram shower them with free product.

#### 中文翻译:

把它免费送给正确的人。如果你能选出那些会爱上它的人，看看那个韦恩图：一类是会迷上这个产品的人，另一类是在你想触达的目标受众中拥有大量粉丝的人。谁落在这两个圆圈的交集里，就用免费产品“淹没”他们。

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### (01:01:58) Lenny

#### English:

Amazing. Lulu, I think this conversation is going to lead to a lot more people going direct, taking risks and ideas spreading. Thank you for being here. Two final questions where can folks find you online if they want to learn more and reach out and how can listeners be useful to you?

#### 中文翻译:

太棒了。Lulu，我相信这次对话会让更多人尝试直接面向受众、敢于冒险并让想法传播。感谢你的到来。最后两个问题：如果大家想了解更多或联系你，可以在哪里找到你？听众们能为你做些什么？

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### (01:02:13) Lulu Cheng Meservey

#### English:

People can find me at getflack.com, that's where I write down my ideas, hopefully more frequently in the future than in the past. But that's where they can find some of this stuff if they're interested. How can listeners be helpful to me is to give me feedback. I'm learning on the job. I don't think that there's anyone alive who's an expert in communicating in this crazy environment that we have now. I think we're all crossing the river by feeling the stones, and so your listeners have gone through this in many different ways. And I hope that if they have new ideas of feedback or objections, that they'll email me through that website or on Twitter and let me know what they think.

#### 中文翻译:

大家可以在 getflack.com 找到我，那是记录我想法的地方，希望以后能更新得比以前勤快点。如果感兴趣，可以在那里找到相关内容。听众能帮到我的是给我反馈。我也在工作中学习。我不认为现在有谁敢自称是应对这



种疯狂传播环境的专家。我觉得我们都在摸着石头过河，你们的听众也以各种方式经历着这些。我希望如果他们有新的想法、反馈或异议，可以通过网站或 Twitter 给我发邮件，告诉我他们的想法。

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### **(01:02:54) Lenny**

#### **English:**

Amazing and its get flack.com. We'll link to it in the show notes. Lulu, thank you for being here and sharing your wisdom with us.

#### **中文翻译:**

太好了，网址是 getflack.com。我们会把链接放在节目介绍里。Lulu，感谢你来到这里与我们分享你的智慧。

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### **(01:03:00) Lulu Cheng Meservey**

#### **English:**

Thank you, Lenny, appreciate it.

#### **中文翻译:**

谢谢 Lenny，非常感谢。

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### **(01:03:03) Lenny**

#### **English:**

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#### **中文翻译:**

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