

# MELANIE PERKINS

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

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## Melanie Perkins - 双语对照

## Lenny's Podcast: Melanie Perkins (Canva CEO) - Bilingual Transcript

## Lenny's Podcast: Melanie Perkins (Canva CEO) - 中英双语对照剧本

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### [00:00:00] Lenny Rachitsky

#### English:

There's a very famous story about Canva. Early on, you pitched over a hundred investors and over a hundred investors said no to you.

#### 中文翻译:

关于 Canva 有一个非常著名的故事。在创业初期，你向 100 多位投资者进行了推介，而这 100 多位投资者都对你说“不”。

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### [00:00:06] Melanie Perkins

#### English:

It was really clear in my mind that it was the future and I thought the investors were wrong, frankly. But investors also gave really helpful feedback and feedback. Often in the form of rejection, they would say, "Oh, your market's not big enough," and I would say, "It's going to be huge." And I'd add a new page in my pitch deck that said how big the market I believe was, and then they'd say, "You're the same as some of other company." And I would say, "Hey, now I've got a new slide in my pitch deck that shows all the players and the huge gap in the market that we believe we're going to fill."

#### 中文翻译:

坦白说，我当时心里非常清楚这就是未来，我觉得是投资者错了。但投资者也提供了非常有帮助的反馈。反馈通常以拒绝的形式出现，他们会说：“哦，你的市场不够大，”我会回答：“它会变得巨大。”然后我会在我的融资演讲稿（pitch deck）中增加新的一页，说明我认为市场有多大。接着他们会说：“你和某某公司没什么区别。”我会说：“嘿，现在我的演讲稿里有一张新幻灯片，展示了所有的竞争对手，以及我们相信我们将填补的市场巨大空白。”

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### [00:00:33] Lenny Rachitsky

**English:**

One of your values, Crazy Big Goals. I love that as a value.

**中文翻译:**

你们的价值观之一是“疯狂的大目标”（Crazy Big Goals）。我非常喜欢这个价值观。

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### [00:00:35] Melanie Perkins

**English:**

The thing that I love about a crazy big goal is that you feel completely inadequate before it. You want to work really hard to will it into existence. I really like to start by just imagining what is the future that you actually want Right now? I have a wall in my house in my office, which is my vision for what I'd like the world to look like in 2050.

**中文翻译:**

我之所以喜欢“疯狂的大目标”，是因为在它面前你会感到自己完全不足。你会想要非常努力地工作，通过意志力让它成为现实。我非常喜欢从想象开始：你现在真正想要的未来是什么样的？在我家的办公室里有一面墙，上面写着我对 2050 年世界样貌的愿景。

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### [00:00:52] Lenny Rachitsky

**English:**

I heard from one of your team members, Melissa Tan, there's a deck like this for every project you kick off. There's this big vision deck.

**中文翻译:**

我从你的团队成员 Melissa Tan 那里听说，你们启动的每一个项目都有这样一个幻灯片。有一个专门的“大愿景幻灯片”。

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### [00:00:59] Melanie Perkins

**English:**

So we have this concept of chaos to clarity. Every idea starts in the chaos side, and then you have to work all the way to the other side, which is clarity. That very first step at the far end of chaos was quite an embarrassing step actually, because you don't have mastery at that point. You don't have all the answers.

**中文翻译:**

所以我们有一个“从混沌到清晰”（chaos to clarity）的概念。每个想法都始于“混沌”的一端，然后你必须一路努力到达另一端，即“清晰”。在混沌最远端迈出的第一步实际上是挺令人尴尬的一步，因为在那一点上你还没有掌握全局，你没有所有的答案。

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### [00:01:14] Lenny Rachitsky

**English:**

A lot of people think of Canva as like design graphics for social media and marketing and things like that, but you also have spreadsheets, whiteboards, charts, AI coding tool.

**中文翻译:**

很多人认为 Canva 只是用来设计社交媒体图片和营销素材之类的工具，但你们现在还有电子表格、白板、图表、AI 代码工具。

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### **[00:01:24] Melanie Perkins**

**English:**

Was funny, looking back from really old decks. We were trying to do AI before AI was actually a thing.

**中文翻译:**

很有趣，回顾那些非常旧的演讲稿，在 AI 真正流行之前，我们就已经在尝试做 AI 了。

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### **[00:01:30] Lenny Rachitsky**

**English:**

Today my guest is Melanie Perkins, CEO and co-founder of Canva. Melanie is on track to be the most successful female tech founder in history and one of the most successful founders, period. Canva is currently valued at over \$42 billion, making over \$3.3 billion in revenue a year. They've been profitable for eight years straight and are one of the hottest private tech companies in the world right now. But it wasn't always this way. Melanie was rejected by over 100 investors when she was trying to raise her first round. Their team spent two years rewriting their entire code base and were unable to ship any new features for over two years, something they expected to just take six months, and they even went through a big pivot early on from a yearbook publishing platform to the Canva that you know today, Melanie does not do a lot of podcasts. She shares stories that I've never heard before and lessons that I'm still thinking about.

(00:02:21):

This is a really rare opportunity to learn from a legendary founder. A huge thank you to Cameron Adams and Melissa Tan for suggesting topics for this conversation. Enjoy this podcast. Don't forget to subscribe and follow it in your favorite podcasting app or YouTube. And if you become an annual subscriber of my newsletter, you get a year free of 17 incredible products, including Devon, Lovable, Replit, Bolt, Encodia and Linear, Superhuman, DescriptUs, Flowgama, Perplexity, Warp, Granola, MagicPattern, DarkCast, ChatGPT and Mobbin. Head on over to [lennysnewsletter.com](https://lennysnewsletter.com) and click product pass. With that, I bring you Melanie Perkins after a short word from our sponsors. My podcast guest, and I love talking about craft and taste and agency and product market fit. You know what we don't love talking about? SOC 2. That's where Vanta comes in. Vanta helps companies of all sizes get compliant fast and stay that way with industry leading AI, automation and continuous monitoring.

(00:03:14):

Whether you're a startup tackling your first SOC 2 or ISO 27001 or an enterprise managing vendor risk, Vanta's trust management platform makes it quicker, easier, and more scalable. Vanta also helps you complete security questionnaires up to five times faster so that you can win bigger deals sooner. The result. According to a recent IDC study, Vanta customers slashed over \$500,000 a year and are three times more productive. Establishing trust isn't optional. Vanta makes it automatic. Get \$1,000 off at [vanta.com/lenny](https://vanta.com/lenny).

(00:03:50):

Last year, 1.3% of global GDP flow through Stripe. That's over \$1.4 trillion. Stripe helps ambitious founders start companies and scale them from pre-seed to IPO and beyond. Used by 78% of the Forbes AI-50 Stripe provides financial infrastructure for payments, billing and software to platforms and marketplaces so they can monetize faster, experiment with pricing and grow revenue. With Stripe, businesses achieve massive global scale faster than they would otherwise. And at the beginning of that journey is where Stripe Startups comes in. Stripe Startups is a program designed to support early-stage venture-backed businesses as they build, iterate and scale. Founders enrolled in Stripe Startups get access to credits to offset Stripe fees, expert insights, and a focused community of other founders building on Stripe. You can learn more and apply for the program today at [stripe.com/startups](https://stripe.com/startups).

(00:04:49):

Melanie, thank you so much for being here and welcome to the podcast.

### 中文翻译:

今天的嘉宾是 Canva 的首席执行官兼联合创始人 Melanie Perkins。Melanie 有望成为历史上最成功的女性科技创始人，也是最成功的创始人之一。Canva 目前估值超过 420 亿美元，年收入超过 33 亿美元。他们已经连续八年盈利，是目前全球最炙手可热的私营科技公司之一。但并非一直如此。Melanie 在尝试第一轮融资时被 100 多位投资者拒绝。她的团队花了两年时间重写整个代码库，导致两年多无法发布任何新功能，而他们原本预计只需六个月。他们早期甚至经历了一次重大转型，从年鉴出版平台转变为今天大家熟知的 Canva。Melanie 很少参加播客。她分享了一些我从未听过的故事，以及至今仍让我深思的教训。

(00:02:21):

这是一个向传奇创始人学习的难得机会。非常感谢 Cameron Adams 和 Melissa Tan 为这次对话建议的话题。请欣赏本期播客。别忘了在您最喜欢的播客应用或 YouTube 上订阅和关注。如果您成为我时事通讯的年度订阅者，您将免费获得 17 款不可思议的产品的一年使用权，包括 Devon、Lovable、Replit、Bolt、Encodia、Linear、Superhuman、DescriptUs、Flowgama、Perplexity、Warp、Granola、MagicPattern、DarkCast、ChatGPT 和 Mobbin。请访问 [lennysnewsletter.com](https://lennysnewsletter.com) 并点击 product pass。在听取赞助商的简短介绍后，我将为您带来 Melanie Perkins。我的播客嘉宾和我喜欢谈论工艺、品味、能动性和产品市场匹配。你知道我们不喜欢谈论什么吗？SOC 2。这就是 Vanta 大显身手的地方。Vanta 帮助各种规模的公司通过行业领先的 AI、自动化和持续监控快速实现合规并保持合规。

(00:03:14):

无论您是处理第一个 SOC 2 或 ISO 27001 的初创公司，还是管理供应商风险的企业，Vanta 的信任管理平台都能让合规变得更快、更简单、更具扩展性。Vanta 还能帮助您以最高快 5 倍的速度完成安全问卷，从而让您更快赢得大单。结果是：根据 IDC 最近的一项研究，Vanta 客户每年节省超过 50 万美元，生产力提高三倍。建立信任不是可选的。Vanta 让它变得自动化。在 [vanta.com/lenny](https://vanta.com/lenny) 获取 1000 美元折扣。

(00:03:50):

去年，全球 GDP 的 1.3% 流经 Stripe。这超过了 1.4 万亿美元。Stripe 帮助雄心勃勃的创始人创办公司，并将其从种子前轮扩展到 IPO 及以后。福布斯 AI-50 强中 78% 的公司都在使用 Stripe，它为平台和市场提供支付、计费和软件的金融基础设施，使他们能够更快地变现、尝试定价并增加收入。有了 Stripe，企业实现大规模全球扩张的速度比其他方式更快。在这一旅程的起点，Stripe Startups 介入了。Stripe Startups 是一个旨在支持早期风险投资支持的企业在构建、迭代和扩展时的计划。加入 Stripe Startups 的创始人可以获得抵扣 Stripe 费用的额度、专家见解以及一个专注于在 Stripe 上构建的其他创始人的社区。您可以立即在 [stripe.com/startups](https://stripe.com/startups) 了解更多信息并申请该计划。

(00:04:49):

Melanie，非常感谢你能来到这里，欢迎来到本播客。

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## [00:04:53] Melanie Perkins

### English:

Thank you so much for having me. I'm excited to be here.

### 中文翻译:

非常感谢邀请我。很高兴来到这里。

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## [00:04:55] Lenny Rachitsky

### English:

I'm even more excited. It's such an honor to have you here. I am such a fan of yours. I'm such a fan of the company that you've built. Also just everyone I meet from Canva is just so nice and so awesome and so smart, and so clearly you've built something really special. I'm really excited to use this hour to learn as much as I can from you about how you did that. We were actually chatting ahead of this about what would make the best use of this hour. I asked you what you believe has been the biggest factor in the success of Canva. You described something called building a Column B company and Column B thinking, I've never heard of this before, so let us start there. What is building Column B company, what does that mean?

### 中文翻译:

我更兴奋。能邀请到你真是荣幸。我是你的超级粉丝，也是你建立的这家公司的超级粉丝。而且我遇到的每一个来自 Canva 的人都非常友善、优秀且聪明，显然你创造了一些非常特别的东西。我非常期待利用这一个小时尽可能多地向你学习你是如何做到的。在开始之前，我们聊过如何最好地利用这一个小时。我问你，你认为 Canva 成功最大的因素是什么。你描述了一种叫做“建立 B 栏公司”（Column B company）和“B 栏思维”的东西，我以前从未听说过，所以让我们从那里开始吧。什么是建立 B 栏公司？这意味着什么？

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## [00:05:35] Melanie Perkins

### English:

Really great place to start. So I guess there's two ways of planning. The way that you can plan is you can dream of what is the perfect vision of the future, what future do you want to exist in, what would you like the world to look like? What would you like companies to look like? And then going from there, which is completely improbable, a completely crazy big dream, and then working hard to turn that into reality. And the alternate is, so just imagine you are building a castle on the hill and you're like, "What would be the most magical, wonderful, mythical experience?" And the other thing you can do is you can look at the bricks around you and you can say, "What can I do with these bricks? How high can I stack them? What can I do?" And I think most planning is often done by looking at the bricks and trying to stack them, and then you can create only so much. And so I guess the column B thinking is thinking about what is that magical wonderful future that you then want to invest years and decades of your life actually building? And so that's column A and column B in a nutshell.

### 中文翻译:

这是一个非常好的切入点。我想规划有两种方式。一种方式是，你可以梦想未来的完美愿景是什么，你希望生活在什么样的未来，你希望世界看起来像什么样？你希望公司看起来像什么样？然后从那里出发——这通常是完全不可能的、一个完全疯狂的大梦想——然后努力将其变为现实。另一种方式是，想象你正在山上建造一座城堡，你会想：“什么才是最神奇、最美妙、最神话般的体验？”而另一种做法是，你看着身边的砖块说：“我能用这些砖块做什么？我能把它们堆多高？我能做什么？”我认为大多数规划通常是通过观察砖块并尝试

堆叠它们来完成的，这样你只能创造出有限的东西。所以，B 栏思维就是思考那个神奇美妙的未来是什么，然后你愿意投入生命中的数年甚至数十年去真正建造它。简而言之，这就是 A 栏和 B 栏的区别。

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### [00:06:37] Lenny Rachitsky

#### English:

So column A is the traditional just work from today's world. Column B is work from this dream reality and work backwards from how to achieve that.

#### 中文翻译:

所以 A 栏是传统的、仅基于当今世界的工作方式。B 栏则是从梦想的现实出发，然后倒推如何实现它。

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### [00:06:44] Melanie Perkins

#### English:

Exactly that.

#### 中文翻译:

正是如此。

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### [00:06:45] Lenny Rachitsky

#### English:

This is exactly the way actually Brian Chesky thought. I worked at Airbnb for a long time and it was always just, "Think about the world, the dream and then work backwards from that," so there's a lot clearly also worked out. So clearly this is an important lesson in the example of Canva, just what would've been column A for what Canva could have been and how did you think about the column B approach of what Canva in a dreamland could be?

#### 中文翻译:

这实际上正是 Brian Chesky 的思考方式。我在 Airbnb 工作了很长时间，那里总是强调：“思考世界，思考梦想，然后倒推，”显然这非常奏效。那么在 Canva 的例子中，这显然是一个重要的教训。对于 Canva 来说，A 栏原本会是什么样子？而你又是如何思考 B 栏方法的，即在理想状态下 Canva 可以成为什么样？

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### [00:07:07] Melanie Perkins

#### English:

So column A would've been nothing frankly, because the reality was when I was a university student with no company and no business or product or software experience, the reality would've been not very much. And so it was all column B, it was all thinking about the wild future that we wanted to create. Imagine what would be publishing in the future, what would communications look like in the future? And it seemed really impossible that it would stay on the desktop, it would stay really complicated. And it just seemed so apparent to me that in the future it was going to be completely different. Could I build that future? I had absolutely no idea, but the idea, it seemed completely likely, completely improbable that it wouldn't be the case that in the future, design would be online and collaborative and really simple. And so starting from that, we then took that concept and applied it to the school yearbook market in Australia

with our first company Fusion Books. And then we applied it to Canva where we wanted to take it much, much bigger.

#### 中文翻译:

坦白说，A 栏原本会是一事无成。因为现实是，当我还是一个没有公司、没有商业、产品或软件经验的大学生时，现实能做到的并不多。所以当时全是 B 栏思维，全是在思考我们想要创造的疯狂未来。想象一下未来的出版会是什么样子，未来的沟通会是什么样子？在桌面上保持现状、保持极其复杂的状态似乎是不可能的。对我来说，未来会完全不同是显而易见的。我能建造那个未来吗？我完全不知道，但这个想法似乎完全有可能实现——如果未来设计不是在线的、协作的且非常简单的，那反倒是不可能的。所以从那里开始，我们将这个概念应用到了我们在澳大利亚的第一家公司 Fusion Books 的学校年鉴市场。然后我们将其应用到了 Canva，我们希望把它做得大得多。

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### [00:08:08] Lenny Rachitsky

#### English:

Let's talk about just how to actually go about building a Column B company. Say a founder is listening to this and they're just like, "Okay, I want to do this." What do they do? What are the steps? Where do you start?

#### 中文翻译:

让我们谈谈如何实际去建立一家 B 栏公司。假设有一位创始人正在听这个，他们想：“好吧，我想这样做。”他们该怎么做？步骤是什么？从哪里开始？

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### [00:08:17] Melanie Perkins

#### English:

I really like to start by just imagining what is the future that you actually want? What is the world that you want to live in? What is the future of transportation? What is the future of healthcare? What is the future that you want to live in and exist in? And for example, right now I have a wall in my house in my office, which is my vision for what I'd like the world to look like in 2050. And so it's not necessarily that you can bring that into existence or you can will that into existence, but just to start to get clearer on what you would like that world to be like. Would you like it to be more inclusive? Would you like it? For me, one of the things I desperately want is everyone on this planet to have their basic human needs met.

(00:08:56):

What are those things that you believe are so important that you would love to see exist in that future? And I think an exercise we often do is what is wild success for X, or what is wild success for Y? And then equally, what is terrible failure for those things? And you can apply that just to abstract thinking in different industries. You can do that, apply that. We do that for the whole company for different areas of the company. And I think just taking that very long timescale of 10 years and getting a really crisp idea of what you want, of what you don't want, that's sort of the first step. And I think a lot of people don't spend quite enough time imagining that. And then the next part is you don't want to just have this crazy big dream and then do nothing about turning it into reality.

(00:09:43):

You kind of want to have a ladder that goes all the way up to the moon, which is your crazy, wild vision. And then you want to have rungs that just work its way up step by step. And so you want to get that really clear picture of the future that you would like and then just take little step, after little step, after little step.



And it doesn't matter how small that first step is or how seemingly inconsequential if it is working towards that future that you want to will into existence, then you'll keep on climbing up that ladder in the right direction.

#### 中文翻译:

我非常喜欢从想象你真正想要的未来开始。你想要生活在什么样的世界里？交通的未来是什么？医疗的未来是什么？你想要生活和存在的未来是什么样的？例如，现在我家的办公室里有一面墙，上面是我对 2050 年世界样貌的愿景。这并不一定意味着你能把它变成现实，或者你能用意志力让它实现，但至少要开始明确你希望那个世界是什么样的。你希望它更具包容性吗？对我来说，我非常渴望的一件事是这个星球上的每一个人都能满足基本的人类需求。

(00:08:56):

你认为哪些事情非常重要，以至于你希望在那个未来看到它们存在？我认为我们经常做的一个练习是：X 的巨大成功是什么，或者 Y 的巨大成功是什么？同样，这些事情的惨痛失败又是什么？你可以将其应用于不同行业的抽象思考。你可以这样做，应用它。我们为整个公司的不同领域都这样做。我认为，设定一个 10 年的超长跨度，并对你想要的和不想要的东西有一个非常清晰的想法，这就是第一步。我觉得很多人没有花足够的时间去想象。接下来的部分是，你不能只是有一个疯狂的大梦想，然后却不采取任何行动将其转化为现实。

(00:09:43):

你想要有一把通往月球的梯子，月球就是你疯狂、大胆的愿景。然后你需要有阶梯，一步一步往上爬。所以你要对你想要的未来有一个非常清晰的图景，然后迈出一小步，再一小步，再一小步。无论第一步多么微小，或者看起来多么无关紧要，只要它是朝着你想要实现的那个未来努力，那么你就会一直沿着梯子朝正确的方向攀登。

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### [00:10:10] Lenny Rachitsky

#### English:

I think a lot of people hearing this might feel like, "I do this. Yeah, I have a vision. I know where I'm going. I have this big idea." What do you think they might be missing about just what this actually means and why they're probably not thinking big enough, they're not making the time to think this.

#### 中文翻译:

我想很多人听到这里可能会觉得：“我就是这么做的。是的，我有愿景。我知道我要去哪里。我有这个大想法。”你认为他们可能忽略了什么？关于这到底意味着什么，以及为什么他们可能想得不够大，或者没有花时间去思考。

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### [00:10:23] Melanie Perkins

#### English:

I think it is easy to be discouraged by the two, because they're completely two complete odds. They're completely different ends of the spectrum. So one is dreaming about the future, not that you think you can will into existence, it's just the future that you want. And then the next part is taking the tiny step that might be extremely microscopic and it feels a little embarrassing to be like, "I want a future that is," whatever it might be. And then to take such a microscopic step because I think you often have the future in one side or don't spend much time thinking about that. You're just thinking about the bricks before you. And so I think it's also naturally we all get distracted by day-to-day. It's your email, your Slack, the things that are kind of in your face, the reality that lives around you every day that kind of pulls you into this moment right now.

(00:11:14):

And so I think actually just making time to spend thinking about that is probably one of the most critical pieces. Just literally dreaming what is wild success in 10 years, what is terrible failure in 10 years is a really great place to start, is just spending some time there. And then even if that is so big and so vast and so wild, having that very first step is so important because then you take that little tiny first step and then the next step then that compounds for us, it's been compounding over a decade as we continue to work towards that same mission and vision.

**中文翻译:**

我认为很容易被这两者弄得灰心丧气，因为它们完全是两个极端。它们处于光谱的完全不同的两端。一个是梦想未来，不是你认为你能实现的未来，而仅仅是你想要的未来。接下来的部分是迈出微小的一步，这一步可能极其微观，以至于说出“我想要一个什么样的未来”会让人感到有点尴尬。然后迈出如此微观的一步，是因为我认为你通常只把未来放在一边，或者不花太多时间思考它。你只是在思考眼前的砖块。而且我认为，很自然地，我们都会被日常生活分散注意力。你的电子邮件、你的 Slack、那些摆在你面前的事情，每天围绕你的现实把你拉回到当下。

(00:11:14):

所以我认为，实际上挤出时间去思考这些可能是最关键的部分之一。仅仅是字面意义上的梦想：10 年后的巨大成功是什么，10 年后的惨痛失败是什么，这是一个非常好的起点，就是花点时间在那里。然后，即使那个梦想如此宏大、如此广阔、如此疯狂，迈出第一步也是非常重要的，因为一旦你迈出了那小小的一步，接下来的每一步都会产生复利效应。对我们来说，随着我们继续朝着同一个使命和愿景努力，这种复利已经持续了十多年。

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**[00:11:49] Lenny Rachitsky**

**English:**

I want to hear how you operationalize this. I heard from one of your team members, Melissa Tan, that there's a deck like this for every project you kick off. There's this big vision deck. Talk about what that looks like, because I think that's where people are like, "Okay, how do I actually do this?" Talk about that deck.

**中文翻译:**

我想听听你如何将其实操化。我从你的团队成员 Melissa Tan 那里听说，你们启动的每一个项目都有这样一个幻灯片。有一个大愿景幻灯片。谈谈那是是什么样子的，因为我想这就是人们会问的地方：“好吧，我到底该怎么做？”谈谈那个幻灯片。

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**[00:12:04] Melanie Perkins**

**English:**

So we have this concept of chaos to clarity and every idea starts in the chaos side, and then you have to work all the way to the other side, which is clarity. And so chaos can be an idea, it can be a problem, it can be a philosophy or a belief. And I've got a joke that I find funny. I'm not sure if you will, but how do you go from chaos to clarity? You add clarity. And so the idea is that each little step from chaos to clarity is the very first step might be literally writing it down. So rather than it being in your head, you've written it down, then the next step might be starting to create a pitch deck on it. And the next step might be starting to refine that, turning it into some designs, turning into a prototype. And then as it kind of goes from chaos to clarity, it starts to become more and more real and more and more people can see it. And so just

taking those little incremental steps that adds clarity with every single step, then starts to help will it into existence rather than it being something that's completely amorphous and just stays in your head. So I think that's why visual communication for us is so important, is because otherwise, if it's just in your head, no one else can see it and you can't will it into existence.

#### 中文翻译:

我们有“从混沌到清晰”这个概念，每个想法都始于混沌的一端，然后你必须一路努力到达另一端，即清晰。混沌可以是一个想法，可以是一个问题，可以是一个哲学或一种信念。我有一个我觉得很有趣的笑话，我不确定你是否觉得有趣：你如何从混沌走向清晰？你加入“清晰”。所以这个想法是，从混沌到清晰的每一个小步骤，第一步可能仅仅是把它写下来。所以它不再只是在你的脑子里，而是被写下来了。接下来的步骤可能是开始为此创建一个融资演讲稿。再下一步可能是开始完善它，将其转化为一些设计，转化为原型。随着它从混沌走向清晰，它开始变得越来越真实，越来越多的人能看到它。通过采取这些每一步都能增加清晰度的微小增量步骤，就开始帮助它成为现实，而不是让它成为某种完全无定形、只留在你脑子里的东西。所以我认为这就是为什么视觉沟通对我们如此重要，因为否则，如果它只在你的脑子里，没有其他人能看到，你就无法让它实现。

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### [00:13:13] Lenny Rachitsky

#### English:

This makes me think about this concept of an ugly baby from the book, Creativity Inc., by I think Ed Catmull where he talks about how new ideas or this ugly baby that nobody wants to look at and deal with that I think he says they want to kill. I don't know why you would do that with an ugly baby. But there are these very soft, fragile things and it's really important to not kill them early and give them a chance to survive. And it's kind what I'm hearing here is have this big vision that many people are be like, "No, wait. This is completely absurd." And I love this idea of, "Okay, but here's one step we could take there to see if this could be a thing."

#### 中文翻译:

这让我想起了 Ed Catmull 在《创意公司》(Creativity Inc.) 一书中提到的“丑婴儿”(ugly baby) 概念。他在书中谈到新想法就像没人想看、没人想处理的丑婴儿，他甚至说人们想杀掉它们。我不知道为什么要对丑婴儿那样做。但这些想法是非常柔软、脆弱的东西，不早早扼杀它们并给它们生存的机会是非常重要的。我在这里听到的是：拥有一个宏大的愿景，虽然很多人会说：“不，等等，这完全是荒谬的。”但我喜欢这个想法：“好吧，但这是我们可以迈出的一步，看看这是否可行。”

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### [00:13:48] Melanie Perkins

#### English:

Yeah, I completely agree. And I think that's the thing is that that very first step at the very far end of chaos, it's very embarrassing because you're like, "I have this idea that is so big and so wild and how the hell would I do that? I have no idea." And so it's quite a embarrassing step, actually, because you don't have mastery at that point. You don't have all the answers. In fact, you have likely none of the answers, but you just have the idea that you think would be cool. And ideally you get the idea that it would be so cool that you want to work really hard to will that into existence. And so I think one of the really key parts is not only just having the idea but thinking it's so cool that you're going to work for years to will it into existence. Actually Melissa did a really amazing pitch deck recently about the vision of, I won't go into the details right here, but the vision of her space and I was really excited about it. And so I think that that's the great thing about a pitch deck, is that other people can see your thinking and your thinking actually gets clarified as well as you go through that process.

## 中文翻译:

是的，我完全同意。我认为问题在于，在混沌最远端迈出的第一步是非常尴尬的，因为你会想：“我有这个如此宏大、如此疯狂的想法，我到底该怎么做？我完全不知道。”所以这实际上是一个相当尴尬的步骤，因为在那一点上你还没有掌控力。你没有所有的答案。事实上，你可能一个答案都没有，你只是有一个你认为会很酷的想法。理想情况下，你会觉得这个想法太酷了，以至于你愿意非常努力地工作让它实现。所以我认为关键部分之一不仅是拥有这个想法，还要觉得它太酷了，以至于你愿意为之奋斗多年。实际上，Melissa 最近做了一个非常棒的演讲稿，关于她所在领域的愿景，我在这里就不细说了，但我对此感到非常兴奋。所以我认为演讲稿的伟大之处在于，其他人可以看到你的思考，而且在那个过程中，你自己的思考也会变得更加清晰。

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## [00:14:50] Lenny Rachitsky

### English:

I talked to Melissa, I talked to a bunch of other people that work at Canva, that have worked at Canva, and something else I heard along these lines is this phrase, Crazy Big Goals, which I think is one of your values. Crazy Big Goals. I love that as a value. Why is that so important? How does that fit into this? And just talk about the power of having Crazy Big Goals.

### 中文翻译:

我跟 Melissa 聊过，也跟很多在 Canva 工作过或正在工作的人聊过，我听到的另一件类似的事情是“疯狂的大目标”这个词，我认为这是你们的价值观之一。我非常喜欢这个价值观。为什么它如此重要？它是如何融入其中的？请谈谈拥有“疯狂的大目标”的力量。

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## [00:15:08] Melanie Perkins

### English:

Yeah, so right from the start of Canva, it was truly a crazy-big goal. We're like, "We want to empower the world of design and take all these things that are super complicated and put them into one platform and make it accessible to the whole world. And we want to, rather than it be super expensive and unaffordable, we want to empower everyone everywhere in the world to design." So I mean, that was the epitome of a crazy big goal. And if we macro out even further, we've got this two-step plan, build one of the world's most valuable companies and do the most good we can do. So again, a rather crazy big goal. And I think the thing that I love about a crazy big goal is that you feel completely inadequate before it. Another crazy big goal. We'd love to see everyone's basic human needs met on the planet. Completely crazy big, that truly shouldn't be. It's kind of absolutely absurd that that's the case, but we can go into that later.

(00:16:02):

But I think with a crazy big goal, then you want to work really hard to will it into existence. And so if you start with a reasonable goal or a realistic goal, then you kind of get to it and you're like, "Oh cool, whatever." Or more importantly, if something happens, all the problems and roadblocks come along as they always do, then you're like, "Okay, I won't bother with that." And then you can just go and choose another course. And so a crazy big goal is both crazy big, but it's also something that you think is incredibly important that you actually want to will into existence because it is so much work to will a crazy big goal into existence. So it better be one that you want to actually achieve.

### 中文翻译:

是的，从 Canva 创立之初，它就是一个真正的疯狂大目标。我们当时想：“我们要赋予设计世界力量，把所有这些超级复杂的东西整合到一个平台中，让全世界都能使用。我们不希望它昂贵得让人负担不起，我们希望赋予世界上任何地方的每一个人设计的能力。”我的意思是，这就是疯狂大目标的缩影。如果我们从更宏观的角度来看，我们有一个“两步走计划”：建立世界上最有价值的公司之一，并尽我们所能做最多的好事。这同样是一个相当疯狂的大目标。我认为我喜欢疯狂大目标的原因是，在它面前你会感到自己完全不足。另一个疯狂的大目标：我们希望看到地球上每个人的基本人类需求都能得到满足。这完全是疯狂的大目标，本来不应该如此。这种情况其实非常荒谬，但我们可以稍后再谈。

(00:16:02):

但我认为，有了疯狂的大目标，你就会想要非常努力地工作让它实现。如果你从一个合理的目标或现实的目标开始，当你达到它时，你会觉得：“哦，酷，就这样吧。”或者更重要的是，如果发生了什么事，所有的困难和障碍像往常一样出现时，你会想：“好吧，我不费那个劲了。”然后你就可以去选择另一条路。所以，疯狂的大目标既要足够大，也必须是你认为极其重要、真正想要实现的，因为让一个疯狂的大目标成为现实需要付出巨大的努力。所以，它最好是你真正想要实现的那个。

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### [00:16:45] Lenny Rachitsky

**English:**

Is there a crazy big goal that you set that comes to mind maybe as a good example of, "This is what I'm talking about?" Maybe a product you launched or feature back in the day?

**中文翻译:**

有没有哪个你设定的疯狂大目标让你印象深刻，可以作为一个很好的例子？比如你以前发布的某个产品或功能？

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### [00:16:53] Melanie Perkins

**English:**

Yeah, I mean so many things. So we have our mission to empower the world to design and we break it down into mission pillars. So empower everyone to design anything with every ingredient in every language on every device, obviously a mouthful. But then what we do is we take successive goals every year towards this mission. And so for designing anything, we started off with social media and presentations and docs and websites and whiteboards and video. And so every year we're just launching more and more things to fulfill that part of the mission of empowering everyone to design anything. And then equally in every language we started in English and then it was Spanish and then it was 20 languages and then a hundred languages and then hard languages like Arabic and Hebrew and Urdu and right to left languages. And now we're in a hundred plus languages now and now we're really doubling down on the localization experience to make it feel truly local in every market around the world.

(00:17:47):

And so you can see how having these very big, audacious goals that you then just take a step after step towards helps then will it into existence or on every device. We started off obviously just with a web platform and then we launched our iPad app and then iPhone and then Android and then we spent years investing in cross-platform. So we have the same feature set across every device. And so you can see how these big amorphous things that seem very outlandish, you can then just will into existence after continual investment for a decade and it compounds over time.

**中文翻译:**



是的，有很多。我们的使命是“赋予世界设计力量”，我们将其分解为使命支柱。即：赋予每个人在任何设备上、以任何语言、使用任何素材设计任何东西的能力，这显然很绕口。但我们所做的是，每年都朝着这个使命设定连续的目标。为了实现“设计任何东西”，我们从社交媒体开始，然后是演示文稿、文档、网站、白板和视频。所以每年我们都在发布越来越多的东西，以履行赋予每个人设计任何东西的能力这一使命。同样，在“任何语言”方面，我们从英语开始，然后是西班牙语，然后是 20 种语言，然后是 100 种语言，接着是像阿拉伯语、希伯来语和乌尔都语这样从右向左书写的难点语言。现在我们支持 100 多种语言，并且正在加倍投入本地化体验，使其在世界各地的每个市场都感觉像是本土产品。

(00:17:47):

所以你可以看到，拥有这些宏大、大胆的目标，然后一步一个脚印地朝着它们迈进，是如何帮助它们成为现实的。在“任何设备”方面，我们显然是从 Web 平台开始的，然后发布了 iPad 应用，接着是 iPhone 和 Android，然后我们花了数年时间投资于跨平台。因此，我们在所有设备上都有相同的功能集。你可以看到，这些看起来非常古怪、无定形的大事，在经过十年的持续投资后，是如何通过意志力变成现实并随着时间的推移产生复利效应的。

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### [00:18:20] Lenny Rachitsky

**English:**

I see how all this is starting to fade together. There's this big crazy ambitious vision and below there are the mission pillars that are feeding into this vision and then the Crazy Big Goals within each of those mission pillars to measure your progress towards all these components of the mission.

**中文翻译:**

我明白这一切是如何融合在一起的了。有一个宏大且疯狂的雄心愿景，下面是支撑这个愿景的使命支柱，然后在每个使命支柱内都有“疯狂的大目标”，用来衡量你在实现使命各组成部分方面的进展。

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### [00:18:32] Melanie Perkins

**English:**

Exactly, exactly.

**中文翻译:**

正是如此，完全正确。

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### [00:18:34] Lenny Rachitsky

**English:**

Okay, so with all that in mind, there's also this kind of trade-off you have to make of just how ambitious you get because oftentimes sometimes maybe you never miss the goal, but many times people miss these very ambitious goals. How do you just find that balance between ambitious crazy but doable enough where people don't get discouraged?

**中文翻译:**

好，考虑到这一切，你还必须在雄心壮志的程度之间做出权衡。因为很多时候，人们可能会错过这些非常宏大的目标。你如何在“疯狂的雄心”和“足够可行以至于人们不会感到沮丧”之间找到平衡？

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## [00:18:51] Melanie Perkins

### English:

I think with a crazy big goal, the thing we have been really great at is achieving them. The timeframe that we achieve them on has not always been very reliable. We have certainly not been able to have pin dart. What's it?

### 中文翻译:

我认为对于疯狂的大目标，我们非常擅长的一点就是实现它们。但我们实现它们的时间表并不总是非常可靠。我们肯定没法像投飞镖那样精准。那个词怎么说来着？

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## [00:19:07] Lenny Rachitsky

### English:

Bullseye?

### 中文翻译:

正中红心 (Bullseye) ？

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## [00:19:08] Melanie Perkins

### English:

We have not been very accurate with timing, but it's really interesting. I look back at a 2021 vision deck that we made obviously in 2021, but it was about 2026 and it was fascinating to see how much we'd actually been able to achieve from that vision deck and how many things were currently still in flight. And so by having that, I thought in 2021, some of those things may have happened a little quicker, but over the last five years they've really been coming into reality. And so we might think things are going to take six months and they take a year. We might think things are going to take six months and they take two years. This has been the case. We might think something's actually going to take our entire lifetime as some of those really truly Crazy Big Goals. In fact, I don't even know if we can ever achieve them frankly. But they're such an important goal that even if you make a little step in their direction, they're worthwhile nonetheless.

### 中文翻译:

我们在时间掌控上不是很精确，但这很有趣。我回顾了我们在 2021 年制作的一个愿景幻灯片，那是关于 2026 年的。看到我们实际上已经从这个愿景幻灯片中实现了多少东西，以及有多少事情目前仍在进行中，这非常迷人。通过拥有那个愿景，我在 2021 年时曾认为其中一些事情可能会发生得快一点，但在过去的五年里，它们确实在逐渐变成现实。我们可能认为某些事情需要六个月，结果花了一年。我们可能认为需要六个月，结果花了两年。情况确实如此。我们甚至可能认为某些事情实际上需要我们一辈子的时间，比如那些真正疯狂的大目标。事实上，坦白说，我甚至不知道我们是否能实现它们。但它们是如此重要的目标，即使你只是朝着那个方向迈出一小步，也是值得的。

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## [00:20:01] Lenny Rachitsky

### English:

Whether you like him or not, Elon, this is similar to his, if you watch him, he sets these really ambitious goals and then often is far late on achieving them, but clearly it has worked out in achieving the crazy

things that he's achieved. Something else I hear is you celebrate these goals in a really unique way. Talk about that.

#### 中文翻译:

不管你喜不喜欢埃隆（马斯克），这和他的风格很像。如果你观察他，他会设定这些非常宏大的目标，然后经常在实现时间上大大推迟，但显然这在他实现那些疯狂成就的过程中起到了作用。我还听说你们以一种非常独特的方式庆祝这些目标。谈谈这个吧。

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### [00:20:18] Melanie Perkins

#### English:

So when we have these Crazy Big Goals, we also have couple them with really fun celebrations. And so we attempt to make the Crazy Big Goals happen in a moment in time. So then when we achieve them, we actually have a really fun moment because if you're just trying to plod towards the top of the mountain always and you never take a little moment to pat yourself on the back, it would feel a little arduous. And so over the years we had all sorts of fun little celebrations where we have smashed great plates and released doves and had a La Tomatina festival.

(00:20:51):

All sorts of fun things just to take a moment with the team to celebrate that huge achievement. And so I think that you want to celebrate what you want to really focus on and what you want everyone to take that moment. So when you achieve that crazy big goal when we launch in Spanish, when we hit a hundred languages and then the so forth across the company, taking that moment to actually pat yourself on the back and pat the teams on the back and say, "Hey, we did this thing. That thing that seemed really hard, we've now achieved." And the mission is often each of the different mission pillars, they're obviously a long area of investment that's going to take a long time to get to, but being able to celebrate each of the rungs on that on the way there I think is extraordinarily important. And then everyone works extraordinarily hard to bring them to life and then it gives everyone a little moment to feel proud of themselves.

#### 中文翻译:

当我们有这些“疯狂的大目标”时，我们也会配合非常有趣的庆祝活动。我们尝试让这些目标在某个特定的时刻实现。这样当我们实现它们时，我们就能拥有一个非常有趣的时刻。因为如果你只是总在向山顶艰难跋涉，而从未停下来拍拍自己的肩膀鼓励一下，那感觉会有点艰辛。所以这些年来，我们举办了各种有趣的小庆祝活动，比如摔盘子、放鸽子，还举办过番茄大战节（La Tomatina）。

(00:20:51):

各种有趣的事情，只是为了和团队一起花点时间庆祝那个巨大的成就。我认为你应该庆祝你想要真正关注的事情，以及你希望每个人都记住的时刻。所以当你实现了那个疯狂的大目标——比如我们发布了西班牙语版，当我们达到 100 种语言时，以及公司内部的其他里程碑——花点时间拍拍自己的肩膀，拍拍团队的肩膀说：

“嘿，我们做到了。那件看起来非常困难的事情，我们现在实现了。”使命通常由不同的使命支柱组成，它们显然是需要长期投入的领域，需要很长时间才能到达，但我认为能够庆祝通往那里的每一个阶梯是非常重要的。然后每个人都会为了让它们成为现实而异常努力地工作，这让每个人都有一个小小的时刻为自己感到自豪。

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### [00:21:43] Lenny Rachitsky

#### English:

It'd be very motivating to get to just break a bunch of plates. I really like that. Celebration strategy.



**中文翻译:**

能摔碎一堆盘子一定非常有动力。我很喜欢这个庆祝策略。

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### **[00:21:47] Melanie Perkins**

**English:**

We need to bring that one back. We haven't done that one in a while.

**中文翻译:**

我们需要把那个活动带回来。我们已经有一段时间没做那个了。

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### **[00:21:49] Lenny Rachitsky**

**English:**

That's a good one. I just love how concrete you're making this. So it's set these Crazy Big Goals, confine the component of the goals, set numbers there and then figure out the kind of steps you take to achieve these things. All fail is very easy. On the flip side of that, this is a segue. People hear these stories, they hear your story, they see Canva over the years and it's just this up into the right huge success story, one of the most successful companies in history. I imagine there have been many periods where things weren't going so great and when maybe things didn't look like they would work out. So let me just ask you this over the course of building Canva, once it started to click and started to feel like it was going to be a thing, was there a point where it started to again feel like, "Wow, maybe this may not work out. Maybe there's a huge setback that we may not get over?"

**中文翻译:**

那是个好主意。我非常喜欢你把这件事做得如此具体。所以就是设定这些疯狂的大目标，界定目标的组成部分，设定数字，然后找出实现这些目标所需的步骤。这听起来很容易。另一方面，这是一个过渡。人们听到这些故事，听到你的故事，看到 Canva 这些年来的发展，它就像是一个一路向上的巨大成功故事，历史上最成功的公司之一。我想象一定有很多时期情况并不那么好，甚至看起来可能无法成功。所以我问你，在建立 Canva 的过程中，一旦它开始步入正轨，开始感觉像那么回事了，是否曾有一个时刻让你再次觉得：“哇，也许这行不通。也许有一个我们无法克服的巨大挫折？”

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### **[00:22:35] Melanie Perkins**

**English:**

I think it's just a constant evolution. Every time the company doubles in size, pretty much all your systems break, all the things that were working don't work. A little example, in the early days we'd stand up and everyone would present their goals, what they're working on every day, every week. And then it kind of moved every month and then it was just taking too long because we've got so many people. And then it was sort of like we'd started doing these things called season openers and season openers were really fun where we got the entire company together, we talked about the goals that we'd achieved. And it was so funny because ahead of season openers, everyone would launch everything because they wanted to do it ahead of the season opener. And then we'd also set the goals for the coming cycle for the coming season at that point in time.

(00:23:17):

But then they started to become six hours long because we had so many people and so many teams. And so trying to find that right with the same philosophies of deep context for everyone with the same philosophies of the celebrations and the goals and trying to find that right flavor at every stage of scale is definitely hard. And so I think it's just a constant work in progress. Or back to your earlier point about timing of things, we were doing a front-end rewrite and we thought it would take about six months. It was really important because it was critical for cross-platform. It was critical for right to left. It was critical because we could only have five people working in our editor at any point in time because of the way the code base was structured and we thought it was going to take six months and then it took two years and it was two years of not shipping any product, two years of a product company not being able to ship product.

(00:24:14):

And that is such a core motivation for our team. He's shipping something, seeing great customer feedback and that kind of makes everyone feel happy and you've got momentum and it just felt like we're in a dark, dark tunnel that we could hardly see the end of the tunnel. And we didn't really know how long it was going to take because it just had to take as long as the tunnel was going to take. And it was a very hard time because other people would be launching this and that. And it was eventually we got out of that tunnel and it was extremely important that we did that work. We've now got two and a half thousand engineers and we're able to deliver amazing things that would've just been completely infeasible and simultaneous collaboration, so many things were baked into this. But yeah, it was not a fun period of time. A product company not shipping product is not really a recipe for fun.

#### 中文翻译:

我认为这只是一个不断的进化过程。每当公司规模翻倍时，几乎所有的系统都会崩溃，所有以前有效的东西都会失效。举个小例子，在早期，我们会举行站会，每个人每天、每周都会展示他们的目标和正在做的事情。后来变成了每月一次，但因为人太多了，耗时太长。然后我们开始做一种叫“季度开幕式”（season openers）的活动，非常有趣，我们会把全公司召集在一起，讨论我们实现的目标。很有趣的是，在季度开幕式之前，每个人都会发布所有东西，因为他们想在开幕式前完成。然后我们也会在那个时间点设定下一个周期、下一个季度的目标。

(00:23:17):

但后来这些会议开始变成六个小时长，因为我们有这么多的人和团队。因此，在规模化的每个阶段，尝试在保持相同的“为每个人提供深度背景”哲学、相同的庆祝和目标哲学的同时，找到那种正确的感觉，这绝对是困难的。所以我认为这只是一个持续进行中的工作。或者回到你之前提到的关于时间点的问题，我们当时正在进行前端重写，我们以为需要大约六个月。这非常重要，因为它是跨平台的关键，是支持从右向左书写语言的关键。这很关键，因为由于代码库的结构方式，当时我们的编辑器在任何时候只能有五个人同时工作。我们以为需要六个月，结果花了两年。那是整整两年没有发布任何产品，一家产品公司两年无法发布产品。

(00:24:14):

而发布产品、看到很棒的客户反馈是团队的核心动力，这能让每个人感到快乐并获得动力。当时感觉就像我们处在一个漆黑的隧道里，几乎看不到尽头。我们真的不知道要花多长时间，因为它必须花掉走完隧道所需的时间。那是一段非常艰难的时期，因为其他人都在发布这个发布那个。最终我们走出了那个隧道，做那项工作是极其重要的。我们现在有 2500 名工程师，能够交付以前完全不可行的事情，比如同步协作，很多东西都植根于此。但是，是的，那不是一段有趣的时光。一家产品公司不发布产品，真的不是什么有趣的事情。

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**[00:25:15] Lenny Rachitsky**

**English:**

For two years.

**中文翻译:**

整整两年。

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### **[00:25:16] Melanie Perkins**

**English:**

For two years.

**中文翻译:**

整整两年。

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### **[00:25:17] Lenny Rachitsky**

**English:**

I feel like every builder listening to this knows exactly what you've been through and maybe not on that scale in those stakes, but you start on something, "Oh yeah, it'll take a few weeks," and then a year later you're still working on it.

**中文翻译:**

我觉得每一个听这个播客的开发者都非常清楚你经历了什么，也许规模和赌注没那么大，但你开始做某件事时想：“哦，是的，只需要几周，”结果一年后你还在做。

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### **[00:25:27] Melanie Perkins**

**English:**

Totally.

**中文翻译:**

完全正确。

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### **[00:25:29] Lenny Rachitsky**

**English:**

Just was the mood really, I don't know, sad internally? Two years, that's a long time not to ship anything. Just what was it like internally during that period?

**中文翻译:**

内部的情绪真的很……我不知道，很悲伤吗？两年，不发布任何东西是很长的时间。那段时期公司内部是什么样的？

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### **[00:25:39] Melanie Perkins**

**English:**

I think it was kind of everything internally. We made it into a bit of a game. We had this game board and I bought these little rubber ducky sort of bath toys and we had, so we all the little components represented

as a bath toy on this board and there was all these stages of went launched in product. There was an emergency lane at the end of it was home and hosed. And we did these weekly stand ups where everyone would come in and talk where their bath toy was at and just, we tried to make it fun for the team. So it was partly fun and it was partly distressing as all of our investors were like, "Hey, that thing." So I think it was both things at the same time. It was bonding let's say.

#### 中文翻译:

我认为内部各种情绪都有。我们把它变成了一个小游戏。我们有一个游戏板，我买了一些小橡皮鸭之类的洗澡玩具，我们把所有的组件都用板上的洗澡玩具来代表，上面有产品发布的各个阶段。最后有一条紧急通道，终点是“大功告成”。我们每周举行站会，每个人都会进来谈谈他们的洗澡玩具到了哪里。我们试图让团队觉得有趣。所以这既有一部分趣味性，也有一部分令人苦恼，因为我们所有的投资者都在问：“嘿，那件事怎么样了？”所以我认为这两者是同时存在的。可以说，这增强了团队凝聚力。

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### [00:26:30] Lenny Rachitsky

#### English:

Okay. Speaking of investors, speaking of other hard times, there's a very famous story about Canva. Early on you pitched over a hundred investors and over a hundred investors said no to you when you were just starting Canva. I think that's important. The investors than any founder I've talked to actually tries to pitch. It's impressive you tried that hard and went for so many pitches and finally got someone to take a bet. Now you are something like a \$40 billion company making 3.3 billion ARR. I think there's something like \$240 million monthly active users, one of the hottest private companies in the world. Just how does this feel?

#### 中文翻译:

好。说到投资者，说到其他艰难时期，关于 Canva 有一个非常著名的故事。在 Canva 刚起步时，你向 100 多位投资者进行了推介，而这 100 多位投资者都拒绝了你。我认为这很重要。你推介的投资者比我谈过的任何创始人都多。令人敬佩的是你如此努力，进行了这么多场推介，最终有人愿意下注。现在你们是一家估值约 400 亿美元、年经常性收入（ARR）达 33 亿美元的公司。我想月活跃用户大约有 2.4 亿，是世界上最炙手可热的私营公司之一。这感觉如何？

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### [00:27:06] Melanie Perkins

#### English:

I don't know. It was really clear in my mind that it was the future and I thought the investors were wrong, frankly. But investors also gave really helpful feedback and feedback often in the form of rejection. So they would say, "Oh, your market's not big enough." And I would say, "It's going to be huge." And I'd add a new page in my pitch deck that said how big the market I believe was. And then they'd say, "You're the same as some other company," coupled with rejection, and I would say, "Hey, now I've got a new slide in my pitch deck that shows all the players and the huge gap in the market that we believe we're going to fill." Or most investors just knew absolutely nothing about design or the industry that we're in. And so we then ended up with the first few slides saying, "Here's the lay of the land today. Here's the problem that we're going to solve."

(00:27:53):

And so while it was extraordinarily frustrating, their feedback made us stronger and made our pitch deck stronger. And it was sort of from that chaos to clarity. At the start it was this idea and then through the copious amounts of rejection, the pitch deck got stronger and more refined. So then when people, the

first time I remember I spoke to someone for hours and they eventually got it. They were really committed to understanding what we were trying to do, but then not everyone has six hours to understand a concept. And so being able to take all the gems of wisdom from that conversation and have that understood really clearly in a really short period of time and have all of the reasons that people were rejecting us pre-answered in that initial pitch deck was really important. And I think that's probably one of the reasons why when I look back at our 2012 pitch deck, it's so valid and really still captures what we're doing today. And so I think that rejection in some ways makes you stronger if you can persist through.

#### 中文翻译:

我不知道。坦白说，我当时心里非常清楚这就是未来，我觉得是投资者错了。但投资者也提供了非常有帮助的反馈，反馈通常以拒绝的形式出现。他们会说：“哦，你的市场不够大。”我会回答：“它会变得巨大。”然后我会在我的融资演讲稿中增加新的一页，说明我认为市场有多大。接着他们会说：“你和某某公司没什么区别，”并拒绝我们，我会说：“嘿，现在我的演讲稿里有一张新幻灯片，展示了所有的竞争对手，以及我们相信我们将填补的市场巨大空白。”或者大多数投资者对设计或我们所在的行业一无所知。所以我们最终在头几张幻灯片里写道：“这是当今的现状。这是我们要解决的问题。”

(00:27:53):

所以，虽然这极其令人沮丧，但他们的反馈让我们变得更强大，也让我们的融资演讲稿变得更强大。这有点像从混沌走向清晰。起初只是一个想法，然后通过大量的拒绝，演讲稿变得更强大、更精炼。我记得第一次和某人聊了几个小时，他们最终明白了。他们真的致力于理解我们想做的事情，但并不是每个人都有六个小时来理解一个概念。因此，能够从那次谈话中吸取所有的智慧结晶，并在极短的时间内清晰地表达出来，并在最初的演讲稿中预先回答所有人们拒绝我们的理由，这是非常重要的。我认为这可能就是为什么当我回顾我们 2012 年的演讲稿时，它依然如此有效，并且真实地捕捉到了我们今天正在做的事情。所以我认为，如果你能坚持下去，拒绝在某种程度上会让你变得更强大。

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### [00:28:50] Lenny Rachitsky

#### English:

Well, I think beyond that, I've never heard this part of the story. It's not just persisting, it's actually iterating and taking feedback that you're hearing to continue to evolve the pitch to a place where, "Okay, I finally get what you're doing." That is such a cool part of the story. How much of that vision and product changed throughout that journey versus just the way you pitched it and convinced people?

#### 中文翻译:

嗯，我想除此之外，我从未听过这部分故事。这不仅仅是坚持，实际上是迭代，并利用你听到的反馈不断改进推介方式，直到达到“好吧，我终于明白你在做什么了”的程度。这是故事中非常酷的一部分。在那个过程中，愿景和产品本身发生了多少变化，还是仅仅是推介和说服人们的方式发生了变化？

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### [00:29:10] Melanie Perkins

#### English:

It was pretty consistent, but the way we articulated it changed greatly. And so for example, I wouldn't, in the early days, articulate the problem very much. And I went into, "Here's the cool solution." And so then the first few pages became very much more problem-based because if people don't understand the problem then they can't understand or care about your solution. And so there was a lot of refinement on the way it was articulated, but the actual vision itself I think was pretty consistent through.

**中文翻译:**

愿景相当一致，但我们表达它的方式发生了巨大变化。例如，在早期，我不会过多地描述问题，而是直接进入“这是很酷的解决方案”。后来，前几页变得更加以问题为导向，因为如果人们不理解问题，他们就无法理解或关心你的解决方案。所以在表达方式上有很多改进，但我认为实际的愿景本身始终是相当一致的。

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### [00:29:38] Lenny Rachitsky

**English:**

Guessing a lot of founders ask for your advice on raising money, getting started, having gone through so much rejection early on. What's your general advice to folks that are having a hard time fundraising?

**中文翻译:**

我猜很多创始人在经历过早期那么多拒绝后，会向你寻求关于融资和起步的建议。对于那些在融资方面遇到困难的人，你有什么普遍的建议吗？

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### [00:29:48] Melanie Perkins

**English:**

I mean, I can only go on my experience, but I think it's sort of the dark tunnel analogy. Or chaos to clarity, let's go with that one. It's a slightly friendlier analogy and I think just taking the rejection and turning into things that you can control. So I can control my pitch deck, I can control the number of people I'm speaking to and I just spoke to literally everyone. And I think that continuing to use it to refine it rather than taking it as a personal rejection, I think it's really important to think how can I improve? How can I help someone to understand it? Some people are never going to understand it. I remember pitching an investor that had the lean startup book behind them when I was pitching them and they were never going to like Canva. We were not the lean startup. That was not the way that we were approaching it whatsoever. So there's some people that are just going to never like you and that's okay. I think it's important to find some people that do what you're trying to say and trying to do and kind of finding your tribe, I think.

**中文翻译:**

我只能根据我的经验来说，我认为这有点像“黑暗隧道”的比喻。或者用“从混沌到清晰”吧，这个比喻稍微友好一点。我认为就是接受拒绝，并将其转化为你可以控制的事情。我可以控制我的演讲稿，我可以控制我交谈的人数，而我当时几乎和所有人交谈。我认为继续利用拒绝来完善它，而不是将其视为人身攻击，这非常重要。要思考：我该如何改进？我该如何帮助别人理解它？有些人永远不会理解。我记得曾向一位投资者推介，他身后放着《精益创业》（Lean Startup）那本书，他们永远不会喜欢 Canva。我们不是精益创业公司，那完全不是我们做事的方式。所以有些人就是永远不会喜欢你，这没关系。我认为重要的是找到那些认同你的说法和做法的人，也就是找到你的“部落”。

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### [00:30:47] Lenny Rachitsky

**English:**

As an investor, this is really interesting to hear because it tells you there are companies like Canva there that everyone's turning down, a hundred investors passed on, that you might still be able to invest in.

(00:30:58):



Talking about your growth as a leader, say if you compare Melanie of today to Melanie of, I don't know, 12, 13 years ago when you were just starting Canva, what would you say is most different in terms of leadership?

#### 中文翻译:

作为一名投资者，听到这些非常有趣，因为它告诉你，像 Canva 这样被所有人拒绝、被 100 位投资者错过的公司是存在的，你可能仍然有机会投资。

(00:30:58):

谈谈你作为领导者的成长，如果你把今天的 Melanie 与 12、13 年前刚开始创办 Canva 时的 Melanie 相比，你认为在领导力方面最大的不同是什么？

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### [00:31:11] Melanie Perkins

#### English:

I don't really know. Probably if you ask other people around me, they'd probably be more observant. But it is funny because there's some things that I think that I need to change and then I realize you go into it the same as some other company. And sometimes we even try that for a while and then we try that out and we're like... It didn't really work for us. And it's kind of building a house that you want every brick in the house to match. And if you go and try and take some bricks from someone else's house and stick it in your house, it's probably going to not look very matched. And so trying to find things that are authentic to us and are authentic to everything that's come before it, is just that constant, constant thing. And then each scale of each stage of scale of the company rather than going, taking someone else's bricks and trying to stick that in your house, trying to build the thing that's authentic.

(00:31:59):

So I think there's many things that are the same, but obviously the stage and scale and we're constantly having to give away hats. And so you can take about it in the very early days. We just a few of us, two of us in Fusion and then three of us in a little tiny group, and you kind of wear a hundred hats and then you have to be able to give away those hats to other people that can then do that way better than yourself. And so I'm sure there's been a few skills I guess I would've had to have developed over the last decade to be able to give away those hats. But yeah, I think there's a lot of things that we've had to do and double down on that was more authentic to the way we did it in the early days actually.

#### 中文翻译:

我真的不知道。如果你问我周围的人，他们可能会观察得更仔细。但这很有趣，因为有些事情我认为我需要改变，然后我意识到你会像其他公司一样去做。有时我们甚至会尝试一段时间，然后我们发现……那对我们并不奏效。这有点像盖房子，你希望房子里的每一块砖都匹配。如果你去别人的房子里拿一些砖塞进自己的房子，看起来可能不太协调。所以，寻找对我们来说真实的东西，寻找与之前的一切都契合的东西，是一个持续不断的过程。在公司发展的每个阶段，与其去拿别人的砖块塞进自己的房子，不如尝试建造真实的东西。

(00:31:59):

所以我认为有很多东西是一样的，但显然阶段和规模不同，我们必须不断地“交出帽子”（give away hats，指交出职责）。你可以回想一下早期，Fusion 只有我们两个人，然后是一个三人的小团队，你身兼百职。然后你必须能够把这些职责交给那些能比你做得更好的人。所以我确信在过去的十年里，我必须培养一些技能才能交出这些职责。但是，是的，我认为有很多事情我们必须去做并加倍投入，这些事情实际上更符合我们早期的做事方式。

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## [00:32:37] Lenny Rachitsky

### English:

I love that story. I think again, if anyone working at a company that has gone through a lot of growth has experienced that when people from other companies come in and, "Here's how we did it at this company." Is there an example of some there that just like, "Here's something that this company brought in and people from this company thought we should do and we try it and didn't work?"

### 中文翻译:

我喜欢这个故事。我想，任何在经历过高速增长的公司工作过的人都经历过这种情况：来自其他公司的人进来说，“我们在那家公司是这么做的。”有没有什么例子，比如“这是某人带来的东西，大家觉得我们也该这么做，我们试了但没成功”？

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## [00:32:54] Melanie Perkins

### English:

I won't go into specific examples, but so many times over. And I think that, I mean maybe that's probably, in answer your other question, we did things our way because that was the only way we knew. And there was many, many times over the years that we didn't have confidence in the way we were doing things and we were like, "Oh, they've done it from a big company that's bigger than our company. Let's go do that." And that hasn't always worked out so well for us. And so yeah, I think confidence in how we take what is authentic to us and do it at the next level of scale is a constant work in progress. It feels like, as I was saying before, systems break and need to be reinvented but also reimagined for that next layer of scale rather than going to try to get something off the shelf from another company.

### 中文翻译:

我不会举具体的例子，但这种情况发生过很多次。我想，这也许是回答你另一个问题的答案：我们按自己的方式做事，因为那是我们唯一知道的方式。多年来，有很多次我们对自己的做事方式缺乏信心，我们会想：“哦，他们来自一家比我们更大的公司，他们是这么做的，我们也这么做吧。”但这并不总是对我们有效。所以，是的，我认为对于如何保持我们的真实性并在下一个规模水平上实施，这种信心是一个持续的过程。就像我之前说的，系统会崩溃，需要重新发明，但也需要为下一个规模层级重新构思，而不是直接从另一家公司拿现成的东西。

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## [00:33:39] Lenny Rachitsky

### English:

I imagine it also helped that you were in Australia away from the Bay Area and where all these other big companies are at, just being able to do it your own way.

### 中文翻译:

我想，你在澳大利亚，远离湾区和所有这些大公司，这也有助于你能够按照自己的方式行事。

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## [00:33:48] Melanie Perkins

### English:

Yeah, very much so.

### 中文翻译:



是的，非常如此。

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### [00:33:50] Lenny Rachitsky

#### English:

Did you know that I have a whole team that helps me with my podcast and with my newsletter? I want everyone on that team to be super happy and thrive in the roles. JustWorks knows that your employees are more than just your employees, they're your people. My team is spread out across Colorado, Australia, Nepal, West Africa and San Francisco. My life would be so incredibly complicated to hire people internationally to pay people on time and in their local currencies and to answer their HR questions 24/7. But with JustWorks, it's super easy whether you're setting up your own automated payroll, offering premium benefits or hiring internationally. JustWorks offer simple software and 24 7 human support from small business experts for you and your people. They do your human resources so that you can do right by your people, JustWorks, for your people.

#### 中文翻译:

你知道吗，我有一个完整的团队在帮我做播客和时事通讯。我希望团队中的每个人都超级开心，并在岗位上茁壮成长。JustWorks 知道，你的员工不仅仅是员工，他们是你的伙伴。我的团队分布在科罗拉多、澳大利亚、尼泊尔、西非和旧金山。如果要在国际上招聘人员、按时以当地货币支付工资并 24/7 回答他们的人力资源问题，我的生活会变得异常复杂。但有了 JustWorks，无论是设置自动化工资单、提供优质福利还是进行国际招聘，一切都变得超级简单。JustWorks 为您和您的员工提供简单的软件和来自小型企业专家的 24/7 人工支持。他们处理您的人力资源，以便您可以善待您的员工。JustWorks，为您的员工服务。

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### [00:34:38] Lenny Rachitsky

#### English:

Is there anything else that is a good example of how you did something pretty different from how other companies operate? Anything else that comes to mind as a fun example?

#### 中文翻译:

还有什么好的例子能说明你们的做法与其它公司的运作方式大不相同吗？有没有什么有趣的例子？

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### [00:34:48] Melanie Perkins

#### English:

The goal driven structure, I think the things that we were talking about before. So the mission, actually breaking that down into the mission pillars, breaking those mission pillars down into the goals that we're then pursuing and then celebrating those goals when we do achieve them, I think is a deeply underloved way of building a company. Often people have a mission that's kind of on the wall somewhere and then what they're actually doing and the way they actually make money and the way people actually spend their time is in a very, very different direction from that original mission. And I think the magic is when you can bring those two things together and so you can have your mission, you can have your mission pillars that actually are helping to achieve that. And I think there's a real authenticity in that for customers as well, is that you are actually doing the thing that you promised you do, and it all ladders up together. It's certainly not an easy way to run a company, but I think that when you do get that formula, I think that there's a lot of authenticity with what you're saying you're doing, you're actually doing.

## 中文翻译:

目标驱动的结构，我想就是我们之前谈到的那些。使命，将其分解为使命支柱，再将这些使命支柱分解为我们追求的目标，并在实现目标时进行庆祝。我认为这是一种被严重低估的公司建设方式。通常人们会把使命挂在墙上的某个地方，但他们实际在做的事情、赚钱的方式以及人们实际花费时间的方式，与最初的使命方向完全不同。我认为神奇之处在于你能将这两者结合起来，让你的使命和使命支柱真正帮助实现目标。我认为这对客户来说也有一种真实的感召力，即你确实在做你承诺要做的事情，而且一切都环环相扣。这当然不是一种轻松的公司经营方式，但我认为当你掌握了这个公式，你所说的和你所做的之间就会有很多真实性。

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## [00:35:47] Lenny Rachitsky

### English:

I want to come back to that. That's a whole really cool process. Do you have with closing the loop with customers, but something else I want to talk about while we're in this topic of growth over time. I saw you post something about how you had to realize they had to slow down and not just work, work, work like crazy. Talk about just that realization and why that ended up being so valuable.

### 中文翻译:

我想回到那个话题。那是一个非常酷的过程。关于与客户形成闭环，但在我们讨论随时间增长这个话题时，我想谈谈另一件事。我看到你发过一些东西，说你意识到必须放慢脚步，而不能只是疯狂地工作、工作、再工作。谈谈那个感悟，以及为什么它最终变得如此有价值。

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## [00:36:06] Melanie Perkins

### English:

So in the early days, I would just work seven days a week round the clock. In our very first company, we actually had printing presses because we were printing the yearbooks in my mom's house and then delivering them to schools around Australia. And in the early days of Canva, we certainly were working all weekend, all hours of the day. It was just constant. But when you've been doing this for a while, if you just keep working at that pace, I don't think it's good for anyone's health, mental health or anything else. So I think finding ways to continue, I still work extraordinarily hard, but to continue to have that balance in my day to day where I actually go to sleep, I find time to do things like going for walks or doing yoga, journaling I find extraordinarily helpful to make sure that I can always bring my best to everything that I'm doing.

### 中文翻译:

在早期，我每周工作七天，没日没夜。在我们的第一家公司，我们甚至有印刷机，因为我们在我妈妈家里印年鉴，然后送到澳大利亚各地的学校。在 Canva 的早期，我们当然也是整个周末都在工作，全天候待命。那是常态。但当你做了一段时间后，如果你一直保持那个节奏，我认为对任何人的身体健康、心理健康或其他任何方面都没有好处。所以我认为要寻找持续下去的方法。我仍然工作得异常努力，但在日常生活中保持平衡，我会去睡觉，找时间散步或做瑜伽，我发现写日记非常有帮助，这能确保我在做每一件事时都能展现出最好的状态。

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## [00:37:00] Lenny Rachitsky

### English:

It's easy to say that kind of stuff. It must be really hard to actually make time for that thing. Is there anything for those sorts of things, is there anything that you do that allows you to actually protect that time to actually do these things? Because as you said, there's a billion things that are just looking for your attention constantly.

#### 中文翻译:

说这种话很容易，但要真正腾出时间来做这些事一定很难。对于这些事情，你有没有什么做法能让你真正保护好这些时间？因为正如你所说，有无数的事情在不断地寻求你的关注。

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### [00:37:15] Melanie Perkins

#### English:

I feel like I've developed some healthy habits over the years. I don't have emails on my phone and so when I shut my laptop, I actually tune out and then if there's a real issue, I'll get an emergency call or page. But I think trying to delineate I think is really important. So when I'm working, I'm all in and then when I'm not working, I'm all out. And actually giving that mental space I think is really important. I've spoken to a lot of founders that haven't quite found that and then do struggle with it. So when they're working every weekend it feels like the right thing, but then sometimes you can miss the forest from the trees when you're just working harder and harder, but maybe you're actually working on the wrong thing. And so I think being able to step away a little just to be able to get perspective is actually really beneficial.

#### 中文翻译:

我觉得这些年来我养成了一些健康的习惯。我的手机上没有电子邮件，所以当我合上笔记本电脑时，我就真的断开了联系。如果有真正紧急的问题，我会接到紧急电话或传呼。但我认为尝试划清界限非常重要。当我工作时，我全身心投入；当我不工作时，我彻底放松。我认为给大脑留出空间非常重要。我接触过很多创始人，他们还没找到这种平衡，因此感到很挣扎。当他们每个周末都在工作时，感觉那是对的，但有时当你只是越来越努力地工作时，你可能会“只见树木不见森林”，也许你实际上是在错误的事情上努力。所以我认为能够稍微抽离一下，以便获得全局视角，实际上是非常有益的。

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### [00:38:04] Lenny Rachitsky

#### English:

I want to come back to this closing the loop process. Let's say that you have where you figure out what to build. A lot of your ideas come actually from the community. Talk about just that process and how many of your ideas actually came from your community.

#### 中文翻译:

我想回到这个“闭环”过程。假设你已经确定了要构建什么。你的很多想法实际上来自社区。谈谈那个过程，以及你们有多少想法实际上是来自社区的。

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### [00:38:17] Melanie Perkins

#### English:

Oh, it's one of my favorite things. We've been doing it for years now, and so we get more than a million requests from our community every year and we've got a whole incredible team that then tallies them, breaks them down, and then delivers them to all of our product teams and then those actually get closed. So this year we've closed more than 200 loops, but we know that each one of those things is going to be

loved and needed by so many more people that don't bother to actually fill out the request form. So many things from gradient text, like little things like gradient text to really big things like our Sheets product. There's just been countless products. In the early days with our AI products, we didn't release them to teachers because we knew there was a lot of hesitancy for teachers using AI in the classroom.

(00:39:03):

And we got so many requests from teachers saying, "Can I please use this MagicWrite in the classroom?" And so with them we unlocked that and put on safety controls for teachers. And so it's just constant, actually. It's just part of our product process. I think there's two parts to product. One is building the future and towards the mission and the mission pillars as I was saying before. And the other is actually listening to our community and building what they want. And so I think that that's the two core pieces of product in my mind. And the closing the loop comes in so many different forms. There's the explicit asks, and then the other thing that we double down on all the time is user testing and watching people use it. And if people hesitate clicking a button or people don't quite understand how something works, it's amazing to me how you can find 10 random people on the internet and they can give such astute feedback that then is so representative for such a large number of people. I've personally run hundreds if not thousands of user tests myself and it's been deeply embedded in our product teams also.

#### 中文翻译:

噢，这是我最喜欢的东西之一。我们已经做了很多年了。我们每年收到来自社区的 100 多万条请求，我们有一个非常棒的团队负责统计、分类，然后分发给所有的产品团队，最后这些请求会被真正“闭环”（解决）。今年我们已经完成了 200 多个闭环，但我们知道，每一个被解决的需求都会被更多没有填表的人所喜爱和需要。从渐变文本这样的小功能，到像 Sheets 产品这样的大功能，不胜枚举。在 AI 产品的早期，我们没有向老师开放，因为我们知道老师在课堂上使用 AI 会有很多顾虑。

(00:39:03):

但我们收到了很多老师的请求，说：“我能在课堂上使用 MagicWrite 吗？”于是我们为他们解锁了功能，并为老师设置了安全控制。所以这实际上是持续不断的，是我们产品流程的一部分。我认为产品有两个部分：一个是构建未来，朝着我之前提到的使命和使命支柱努力；另一个是真正倾听社区的声音，构建他们想要的东西。我认为这就是我心中产品的两个核心部分。闭环有很多种形式：有明确的要求，还有我们一直加倍投入的用户测试——观察人们如何使用它。如果人们在点击按钮时犹豫不决，或者不太明白某样东西是如何运作的，让我惊讶的是，你可以在网上随机找 10 个人，他们能给出如此敏锐的反馈，而这些反馈对大量人群都具有代表性。我个人亲自运行过数百甚至数千次用户测试，这也深深植根于我们的产品团队中。

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### [00:40:03] Lenny Rachitsky

#### English:

Wow, that must be really stressful for someone looking at a test of Canva, trying to try something when you're in the room.

#### 中文翻译:

哇，对于那些在测试 Canva、尝试新功能而你就在房间里看着的人来说，那一定压力很大。

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### [00:40:08] Melanie Perkins

#### English:

It's actually, we do it all online actually. I mean the ones I've run are typically online. So people are so much more frank I think when it's just them and their camera and they don't really... Yeah, they tell you

really how it is.

**中文翻译:**

实际上，我们都是在线上进行的。我运行的测试通常是在线的。我认为当只有他们面对摄像头时，人们会坦率得多，他们会……是的，他们会告诉你真实的情况。

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**[00:40:24] Lenny Rachitsky**

**English:**

Is there a tool or a kind of a process there that you find really helpful? I don't know if you want to name names of products or anything like that, but it's something that you find helpful or useful.

**中文翻译:**

有没有什么你觉得非常有帮助的工具或流程？我不知道你是否想点名某些产品，但有没有什么你觉得好用的？

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**[00:40:31] Melanie Perkins**

**English:**

Yeah, we use a lot of UserTesting.com, find that super valuable.

**中文翻译:**

是的，我们经常使用 UserTesting.com，发现它非常有价值。

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**[00:40:36] Lenny Rachitsky**

**English:**

All right, go user testing. Okay. Something else that I know is really important to you and also really unique to Canva is something that's called the two-step plan. You mentioned this earlier, I want to definitely talk about this. What is the two-step plan? Why is this so important to you?

**中文翻译:**

好，用户测试。好。我知道另一件对你非常重要、对 Canva 来说也非常独特的事情，就是所谓的“两步走计划”。你之前提到过，我一定要谈谈这个。什么是两步走计划？为什么它对你如此重要？

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**[00:40:50] Melanie Perkins**

**English:**

Yeah, so when you were asking about Crazy Big Goals, I think this is our most macro, most crazy biggest goal. Step one, build one of the world's most valuable companies and step two, do the most good we can do. And in our early days I thought I'd do step one and then step two and realize that actually step one can fuel step two and step two can fuel step one. And so that's been a really big part of Canva for some years now. In the early days we took the 1% pledge, which I think is an incredible program. Every single person, every single company should take that where you give 1% of time, money, equity and profitability. And I think that's a really easy thing to do in the early days that then can compound greatly over time. We also knew that Canva's equity was obviously going to be a really key part of it.

(00:41:35):



So Cliff and I owned a little over 30% of Canva, and so we decided we were going to take 30% of Canva and use it to do the most good we can do. And we are doing that. So we're doing all of our donating through the Canva Foundation. We've just, over the last few years, we've donated \$50 million to GiveDirectly, where they give money directly to people in Malawi who are in extreme poverty and then they can use that money on their family to go to school, to get healthcare, to start small businesses, to get a roof so they can sleep in without being wet. Just real truly basic human needs things. And we've just announced that we're going to be giving another a hundred million dollars over the next four years to people in extreme poverty. And it's just like when you go and sit with people and you hear about how they're spending, what's very microscopic amount at \$550 doesn't buy us that much, but it's a life-changing amount of money for people in extreme poverty and it's truly transformational what it can do.

(00:42:39):

And you meet people and you hear their stories and it's truly the best money I could ever imagine spending. And that crazy big dream I was mentioning earlier of everyone having basic human needs met, it's so completely insane that isn't the case today. There's no specific reason why people don't have their basic human needs met on our planet, but we just haven't got to act together as humanity. And so that is a truly crazy, big dream. But back to the two-step plan. Step one, build one of the world's most valuable companies and step two do the most good we can do. And finding ways to do that at the same time I think is extraordinarily important.

#### 中文翻译:

是的，当你问到疯狂的大目标时，我认为这是我们最宏观、最疯狂、最大的目标。第一步，建立世界上最有价值的公司之一；第二步，尽我们所能做最多的好事。在早期，我以为我会先做第一步，再做第二步，后来意识到第一步可以为第二步提供动力，而第二步也可以为第一步提供动力。这几年来，这一直是 Canva 非常重要的一部分。早期我们加入了“1% 承诺”（1% pledge），我认为这是一个不可思议的项目。每个人、每家公司都应该加入，即捐出 1% 的时间、金钱、股权和利润。我认为在早期这是一件很容易做到的事情，随着时间的推移，它会产生巨大的复利。我们也知道 Canva 的股权显然将是其中的关键部分。

(00:41:35):

Cliff 和我拥有 Canva 略多于 30% 的股份，所以我们决定拿出这 30% 的股份，用它来做最多的好事。我们正在这样做。我们所有的捐赠都是通过 Canva 基金会进行的。在过去的几年里，我们向 GiveDirectly 捐赠了 5000 万美元，他们直接把钱给马拉维处于极端贫困中的人们，然后他们可以用这些钱供家人上学、看病、做小生意、修屋顶，这样睡觉时就不会被淋湿。这真的是最基本的人类需求。我们刚刚宣布，在未来四年内，我们将再向极端贫困人口提供 1 亿美元。当你去和那些人坐在一起，听他们讲述如何花这笔钱时，你会发现 550 美元对我们来说微不足道，但对极端贫困的人来说，这是一笔改变命运的钱，它所能产生的影响真的是革命性的。

(00:42:39):

你见到那些人，听他们的故事，这真的是我能想象到的最有意义的开销。我之前提到的那个疯狂的大梦想——让每个人的基本人类需求都得到满足——今天还没实现，这简直太疯狂了。地球上的人们没有满足基本需求并没有什么特殊原因，只是我们人类还没有齐心协力。所以那是一个真正疯狂的大梦想。但回到两步走计划：第一步，建立世界上最有价值的公司之一；第二步，做最多的好事。我认为找到同时实现这两者的方法极其重要。

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#### [00:43:17] Lenny Rachitsky

##### English:

That's incredible. It makes me think about, not to mention Elon again, but Elon's three-step strategy plan and it's like build better cars versus this is like, "Okay, solve all the problems of the world and make the world a better place." What a better master plan to compare. Something else about this that I love is a lot

of companies have this, have something philanthropic going on with the company and it's like sitting in a doc on some page. It's part of their mission. It's not actually that big of a deal to them. What I hear from folks at Canva is something you talk about all the time. This is an actually core part of how you work and think and how you set goals and set vision and missions.

#### 中文翻译:

太不可思议了。这让我想起，虽然不想再提埃隆，但埃隆的三步走战略计划是“造更好的车”，而这更像是“解决世界上所有的问题，让世界变得更美好”。这是一个更好的宏伟计划。我喜欢的另一件事是，很多公司都有慈善项目，但那只是躺在某个文档的某一页上。那是他们使命的一部分，但对他们来说其实没那么重要。但我从 Canva 的员工那里听到的是，这是你一直在谈论的事情。这是你工作、思考、设定目标以及设定愿景和使命的核心部分。

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### [00:43:53] Melanie Perkins

#### English:

Yeah, I'm happy to hear that. I wouldn't do Canva if it wasn't going to have a positive impact on the world. For me, getting really rich is not a goal unto itself whatsoever. It's a means to an end and I've been very blessed to be able to do some work and that creates wealth that can then go and have people's basic human needs met. But they're working just as hard, but they don't have the opportunity. And even our education product, it's now used by a hundred million people each month and we are in most school districts and rolled out across countries and being able to bring quality education tools to every, and we give that away for free as well. Being able to help empower schools all around the world and we're going to be doubling down and doubling down into that product to bring quality education to all. I think it gives so much more meaning behind work. We've also, between our education product and our non-profit program where we also give away our paid product for free, we are giving away 1.5 billion of product a year now. And so the impact that that can have and the ripple effect of that I think is pretty great. And I think for all of us, it gives a lot more meaning to our work than, "Get Rich."

#### 中文翻译:

是的，很高兴听到这个。如果 Canva 不能对世界产生积极影响，我就不会做它。对我来说，变得非常富有根本不是目标本身。它只是达到目的的一种手段。我很幸运能做一些工作，创造财富，然后让人们的基本人类需求得到满足。其他人也同样努力工作，但他们没有这样的机会。甚至我们的教育产品，现在每月有 1 亿人在使用，我们已经进入了大多数学区并在各国推广，我们免费提供优质的教育工具。我们能够帮助赋能全世界的学校，我们将加倍投入该产品，为所有人带来优质教育。我认为这赋予了工作更多的意义。在我们的教育产品和非营利计划（我们也免费提供付费产品）之间，我们现在每年捐赠价值 15 亿美元的产品。我认为这能产生的影响和连锁反应是非常巨大的。我认为对我们所有人来说，这比单纯的“致富”赋予了工作更多的意义。

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### [00:45:07] Lenny Rachitsky

#### English:

Okay. Speaking of product, coming back to that, you guys are launching something, maybe you've already launched it by the time this comes out, what I heard described as the biggest launching canvas history, no big deal, that's a high bar. Considering all the things you guys have launched, what are you launching? Why is it such a big deal?

#### 中文翻译:

好。回到产品，你们正在发布一些东西，也许在这个播客播出时已经发布了。我听说这被描述为 Canva 历史上最大的发布，这可不是小事，门槛很高。考虑到你们已经发布的所有东西，你们这次要发布什么？为什么它如

此重要？

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## [00:45:24] Melanie Perkins

### English:

We are extraordinarily excited about what we are launching. I guess the whole mission of Canva is to empower the world to design. And so what has been enabled by new technology with all of AI has been just really profound. Enabling people to take their idea and turn it into design a design and have as little friction between those two points. So we are doubling down radically on our video product and bring some incredible capabilities to our mobile and desktop platform. We are launching email, which has been one of our most hotly requested features from enterprise customers around the world and business customers around the world who want to be able to design with Canva's drag and drop ease and to be able to create an email. We are launching forms, we are launching, probably one of the most exciting things is the way we're embedding AI across the entire product suite.

(00:46:12):

And so you can actually use AI to design a presentation, a video, a email, a website. All of these things can actually now be done inside the core editor, inside the design tab, which is used by 170. It's used 170 million times a month. And then on our elements tab, which is used 900 million times a month, we are also embedding AI. So you can actually generate a video, you can generate a canvas code and you can generate photos all directly inside that platform. And then we're also launching comments as lots of our customers use Canvas to comment and collaborate. And now you can actually just tag at Canvas and you can collaborate. You can just say, "Hey, can you make this title shorter? Can you do this? Can you do that?" And it has all of the context of the design so in situ, you can actually just have a collaborator that can help get your work done. So we are pretty excited about all of this.

### 中文翻译:

我们对即将发布的内容感到异常兴奋。我想 Canva 的整个使命就是赋予世界设计力量。而 AI 等新技术所带来的赋能是非常深远的。它让人们能够将想法转化为设计，并尽可能减少这两点之间的摩擦。因此，我们正在彻底加倍投入我们的视频产品，并为我们的移动和桌面平台带来一些令人难以置信的功能。我们正在发布“邮件”功能，这是全球企业客户和商业客户最迫切要求的功能之一，他们希望能够利用 Canva 的拖放便捷性来设计和创建电子邮件。我们正在发布“表单”，我们还在发布——可能最令人兴奋的事情之一——我们将 AI 嵌入到整个产品套件中的方式。

(00:46:12):

所以你实际上可以使用 AI 来设计演示文稿、视频、电子邮件、网站。所有这些现在都可以在核心编辑器内部的“设计”选项卡中完成，该选项卡每月被使用 1.7 亿次。在每月被使用 9 亿次的“元素”选项卡中，我们也嵌入了 AI。所以你实际上可以直接在该平台内生成视频、生成 Canva 代码并生成照片。我们还推出了“评论”功能，因为很多客户使用 Canva 进行评论和协作。现在你实际上可以直接标记 @Canva 进行协作。你可以说：“嘿，你能把这个标题改短一点吗？你能做这个吗？你能做那个吗？”它拥有设计的全部背景信息，所以你可以直接拥有一个能帮你完成工作的合作伙伴。我们对这一切感到非常兴奋。

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## [00:47:12] Lenny Rachitsky

### English:

Amazing. Something I'm going to just let people know, I don't know if people know all this, how many products you all have now. I think a lot of people think of Canva as a design graphics for social media and marketing and things like that, but you also have spreadsheets, docs, whiteboards, charts, code, AI



coding tool. And now what I'm hearing is email forums. There's probably a few other things I'm not thinking [inaudible 00:47:36]-

**中文翻译:**

太棒了。我想让大家知道一件事，我不知道人们是否知道你们现在有多少产品。我想很多人认为 Canva 只是用于社交媒体和营销的设计工具，但你们还有电子表格、文档、白板、图表、代码、AI 编程工具。现在我听说还有电子邮件和表单。可能还有一些我没想到的……

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### [00:47:35] Melanie Perkins

**English:**

Yeah, truly design anything. We're literally living up to that.

**中文翻译:**

是的，真正的“设计任何东西”。我们确实在践行这一点。

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### [00:47:35] Lenny Rachitsky

**English:**

Oh my god, it's happening.

**中文翻译:**

天哪，它正在发生。

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### [00:47:38] Melanie Perkins

**English:**

100 million people design a presentation in Canva each month now and it's pretty fascinating to see that when you speak to, I saw a tweet some time ago. They were talking about how it's a generational thing that a certain generation uses Microsoft, a certain generation uses Google. Gen Z, the way they design a presentation is in Canva, but it's not just generational for those with other generational ilk, but it is been fascinating to see that come to life.

**中文翻译:**

现在每月有 1 亿人在 Canva 中设计演示文稿。看到这一点非常迷人。我前段时间看到一条推文，他们在谈论这是一种代际差异：某一代人使用微软，某一代人使用谷歌。而 Z 世代设计演示文稿的方式就是在 Canva 中。但这不仅仅是代际问题，看到这一切变成现实真的非常迷人。

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### [00:48:11] Lenny Rachitsky

**English:**

The email product, is that like a email client product or It's a design emails that you can then send through your products?

**中文翻译:**

电子邮件产品是像邮件客户端那样的产品，还是设计好电子邮件后通过你们的产品发送？

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### [00:48:17] Melanie Perkins

#### English:

It is design emails, so you can design email, then you can take that code and you can pop it into any email platform that you use.

#### 中文翻译:

是设计电子邮件。你可以设计邮件，然后获取代码，将其放入你使用的任何电子邮件平台中。

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### [00:48:24] Lenny Rachitsky

#### English:

How do you think about products you're going to expand to, I know there's trade secrets here. You don't want to tell everyone where you're going next, but just how do you approach, here's where we're going next.

#### 中文翻译:

你如何思考要扩展的产品？我知道这里涉及商业机密，你不想告诉所有人下一步要做什么，但你如何决定“这就是我们下一步要做的”？

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### [00:48:31] Melanie Perkins

#### English:

So our mission, empower world design, empower everyone to design anything with every ingredient in every language on every device, and just take those things very literally. So to literally design anything, to literally publish anywhere. And so we now print in 50 something countries around the world and you can get it printed and delivered to your house. And we plant it.

#### 中文翻译:

我们的使命是：赋予世界设计力量，赋予每个人在任何设备上、以任何语言、使用任何素材设计任何东西的能力。我们只是从字面上理解这些话。所以就是字面意义上的“设计任何东西”，字面意义上的“在任何地方发布”。所以我们现在在全世界 50 多个国家提供印刷服务，你可以打印并送到你家。我们还为此植树。

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### [00:48:54] Lenny Rachitsky

#### English:

I actually did that, while you're on it.

#### 中文翻译:

说到这个，我实际上已经试过了。

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### [00:48:55] Melanie Perkins

#### English:

Oh, awesome.

#### 中文翻译:

噢，太棒了。

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### [00:48:59] Lenny Rachitsky

**English:**

I wasn't planning this, but I had a print thing delivered to my house. It's so cool.

**中文翻译:**

我不是预先计划好的，但我确实收到了一份送到我家的印刷品。太酷了。

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### [00:49:02] Melanie Perkins

**English:**

Oh, yeah. Exactly.

**中文翻译:**

噢，是的。没错。

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### [00:49:04] Lenny Rachitsky

**English:**

We have to go to a print shop in this freaking graphic and well here's a button. Let's click that.

**中文翻译:**

以前我们得拿着这个该死的图稿去打印店，现在这里有个按钮，点一下就行。

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### [00:49:07] Melanie Perkins

**English:**

Exactly. Just click print and it pops up beautifully packaged to your door.

**中文翻译:**

没错。只需点击打印，它就会包装精美地送到你门口。

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### [00:49:10] Lenny Rachitsky

**English:**

I don't know how that works. Yeah, I don't know how you did that, but it worked. How cool.

**中文翻译:**

我不知道那是怎么运作的。是的，我不知道你们是怎么做到的，但它确实有效。太酷了。

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### [00:49:14] Melanie Perkins

**English:**

But it's very cool. And so yeah, I guess literally bring these things to life. Oh, we're like launching 3D as well. So all of these things we will be bringing to life literally. And just picking off what is the most strategically important next thing to enable everyone to design anything, to enable everyone to publish anywhere. And we have been doing that for a decade and we'll continue to do that forever more using the latest technology to truly bring people's ideas to life.

**中文翻译:**

这确实很酷。所以，是的，我想就是字面意义上让这些东西成真。噢，我们还要推出 3D 功能。所以所有这些东西我们都会字面意义上地实现。我们只是挑选出最具战略意义的下一件事，以实现赋予每个人设计任何东西、在任何地方发布的能力。我们已经这样做了十年，并且我们将永远利用最新技术继续这样做，真正将人们的想法变为现实。

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**[00:49:40] Lenny Rachitsky**

**English:**

Okay, so this is helpful. So if someone's like, "Oh, will Canva come for my space?" Are people designing thing that was design and also, what was it? Publish?

**中文翻译:**

好，这很有帮助。所以如果有人想：“噢，Canva 会进入我的领域吗？”人们是在设计那个东西吗？还有，那个词是什么？发布？

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**[00:49:49] Melanie Perkins**

**English:**

Publishing anywhere.

**中文翻译:**

在任何地方发布。

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**[00:49:50] Lenny Rachitsky**

**English:**

Okay. Publishing and designing. Okay. So if you're doing any designing or publishing, watch out.

**中文翻译:**

好。发布和设计。好。所以如果你在做任何设计或发布的工作，要小心了。

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**[00:49:57] Melanie Perkins**

**English:**

From a macro perspective, there was creativity tools and productivity tools. And what Canva really does is we're literally smack bang in the middle of that Venn diagram of creativity and productivity, rather than making our customers have to make a choice between those two suites.

**中文翻译:**

从宏观角度来看，以前有创意工具和生产工具。而 Canva 真正做的是，我们正处于创意和生产交集的维恩图中心，而不是让我们的客户必须在这两套工具之间做出选择。

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## [00:50:13] Lenny Rachitsky

### English:

Something I wasn't planning on asking about, but I think it's on everyone's minds. There's always this Figma and Adobe and then there's Canva and there's kind of a bunch of places we could go with this. One is just at the beginning of the journey where a lot of founders try to figure out their wedge and their specific niche. Just how did you think about that? "Here's how we might have a chance to..." I know Figma wasn't even around back then, I don't think. Just how did you approach your early wedge of users?

### 中文翻译:

有些事我原本没打算问，但我认为每个人都在想。总是有 Figma 和 Adobe，然后是 Canva，我们可以从很多角度来谈。一个是关于创业初期，很多创始人试图找出他们的切入点（wedge）和特定的利基市场。你是怎么想的？“这是我们可能有机会……”我知道 Figma 当时甚至还没出现。你是如何寻找早期切入点用户的？

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## [00:50:38] Melanie Perkins

### English:

One of the most important things that we did was we didn't really worry about competitors at all. We actually just saw where is there a gap in the market that we can uniquely fill, and what can we solve a problem, a core problem that people currently have today? And so with our first company that was yearbooks in Australia and there wasn't great tools and these yearbook coordinators got thrown in to have to design something and they'd have no design experience. And we spoke to every single customer. We gave them an over the phone tutorial, we understood all of their pain points, we got continuous customer feedback, and then we tried to iterate and improve.

(00:51:12):

And then when we were thinking about Canva, a few years into that, actually one of the schools said, "I love this product so much. Can I use it to design newsletters?" And they had all sorts of other things that they wanted to use it for, and we kind of looked around and were like, "Oh, there's still nothing on the market." This was a few years into it, that actually does the thing that we're doing, but for all these other things. And so it was much more like where is the gap in the market that people are currently having a pain point? And if you can solve that pain point really well and solve it in such a way that people actually want to pay for it because it is truly solving a real pain point that they have, I think that kind of sets it up for success rather than be a problem or a solution looking for a problem.

### 中文翻译:

我们做的最重要的事情之一就是完全不担心竞争对手。我们实际上只是观察市场中哪里有我们可以独特填补的空白，以及我们可以解决人们目前面临的什么核心问题。对于我们的第一家公司，那是澳大利亚的年鉴市场，当时没有好用的工具，那些年鉴协调员被推到台前必须设计点什么，但他们完全没有设计经验。我们与每一位客户交谈。我们通过电话给他们提供教程，了解他们所有的痛点，获得持续的客户反馈，然后尝试迭代和改进。

(00:51:12):

几年后，当我们构思 Canva 时，实际上有一所学校说：“我非常喜欢这个产品。我能用它来设计简报吗？”他们还有各种各样想用它做的事情。我们环顾四周，发现市场上仍然没有任何产品能像我们这样处理这些事情。

所以这更多是关于：人们目前的痛点在哪里，市场空白在哪里？如果你能很好地解决那个痛点，并且以一种人们愿意为此付费的方式解决它（因为它确实解决了他们的真实痛点），我认为这就为成功奠定了基础，而不是拿着一个解决方案去寻找问题。

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### [00:51:53] Lenny Rachitsky

#### English:

So what I'm hearing there is you didn't overthink, "Here's my CP, here's the wedge and the strategy of how we expand into this large thing." It's like, "Here's people with a problem that hasn't been solved in years that we keep seeing. Let's try to solve it."

#### 中文翻译:

所以我听到的是，你没有过度思考“这是我的核心产品（CP），这是切入点，这是我们如何扩展成庞然大物的战略”。而是：“这里有一群人面临着多年未解决的问题，我们不断看到这个需求。让我们尝试解决它。”

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### [00:52:04] Melanie Perkins

#### English:

Exactly that. And if you take that problem centered approach that helps people to achieve something they actually want to do in the real life, you're probably going to be at a reasonably good spot, especially if it maps to a larger market. That's a particularly great thing. If it only solves one person's problem, that might not be a great company going forward. But if a few people have that same problem... But I think that again, back to that big ladder and that first rung, I think it's better to solve a small number of people's problem really well than trying to solve a large number of people's problem. Not very well at all.

#### 中文翻译:

正是如此。如果你采取这种以问题为中心的方法，帮助人们实现他们在现实生活中真正想做的事情，你可能会处于一个相当不错的位置，特别是如果它能映射到一个更大的市场。那是一件特别棒的事情。如果它只解决一个人的问题，那可能不会成为一家伟大的公司。但如果有一群人都有同样的问题……但我认为，回到那个大梯子和第一级台阶，我认为把少数人的问题解决得非常好，比试图解决大量人的问题却做得一点也不好要好得多。

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### [00:52:39] Lenny Rachitsky

#### English:

Something I can't not ask about is just how you think about AI in your product. You mentioned how you integrated or all through the product, just you guys are doing really good stuff with AI. A lot of companies are struggling to find something really that works great. Do you have just a philosophy of, "Here's how we integrate AI into Canva," where it ends up being really helpful and people love it?

#### 中文翻译:

我不能不问的是你如何看待产品中的 AI。你提到了你们是如何在整个产品中集成 AI 的，你们在 AI 方面做得非常好。很多公司都在苦苦寻找真正好用的东西。你是否有一种哲学，比如“这就是我们将 AI 集成到 Canva 的方式”，从而使其最终变得非常有用且受人喜爱？

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### [00:52:56] Melanie Perkins

### English:

Your question is actually the answer at the same time. I think being able to integrate it into the product where it actually helps people to get their work done where it genuinely helps them to achieve their goals, and then being really open to listening to your community and hearing what they're loving, what they're struggling with and refining from there I think is really, really important. Just because AI is all the rage and investors really like AI doesn't necessarily mean it should be front and center, but if it can genuinely help your customers to achieve their goals. So the thing that I was mentioning before, enabling people to communicate their ideas and have little friction between those two points, AI is just kind of naturally a very critical part of that equation for us. In fact, it was funny looking back from really old decks. We were trying to do AI before AI was actually a thing because it really was critical to what we were trying to do even in our 2012 deck. You can kind of imagine how AI very much fit into the equation because of exactly what we're trying to do.

### 中文翻译:

你的问题本身就是答案。我认为能够将 AI 集成到产品中，真正帮助人们完成工作，真正帮助他们实现目标，然后非常开放地倾听社区的声音，听听他们喜欢什么、在挣扎什么，并以此进行改进，这非常非常重要。仅仅因为 AI 流行、投资者喜欢 AI，并不意味着它必须处于核心位置，除非它能真正帮助你的客户实现目标。就像我之前提到的，让人们能够交流想法并减少摩擦，AI 对我们来说自然是这个等式中非常关键的一部分。事实上，回顾非常旧的演讲稿很有趣。在 AI 真正流行之前，我们就已经在尝试做 AI 了，因为它对我们想做的事情至关重要，甚至在 2012 年的演讲稿中也是如此。你可以想象 AI 是如何完美契合我们的目标的。

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## [00:53:57] Lenny Rachitsky

### English:

I'm going to keep us on the AI thread and take us to AI Corner, which is a recurring segment on this podcast. So here's the question: what's a way you've found in your personal life and work life to use AI where it ends up being really helpful, something really interesting that people might find useful?

### 中文翻译:

我将继续讨论 AI 话题，带我们进入“AI 角落”（AI Corner），这是本播客的一个固定环节。问题是：在你的个人生活和工作中，你发现了哪种使用 AI 的方式是非常有帮助的，或者是有趣且对大家有用的？

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## [00:54:11] Melanie Perkins

### English:

So many things. So AI is often the first. If I'm having an idea, it'll be a first place that I go and explore the idea. And now with Canva, and you can just tag Canva, I can say, "Give me more ideas of this," and it's shockingly great because it has all of the context from the design. It's actually integrated deeply into your workflow. Another really fun thing I do is an AI walk and it's when I just put my ear pods in and then I go for a walk and I just say everything on my mind and I use that to then kind of filter out my thoughts and figure out what are the things I need to action. And it kind of helps again, get out of the weeds and think about things from a more macro perspective rather than from the things that might be in my Slack messages or in my email. It just gives you that sort of helpful vantage point I find. So yeah, so many things.

### 中文翻译:

有很多。AI 通常是第一步。如果我有一个想法，它会是我探索该想法的第一站。现在有了 Canva，你可以直接标记 @Canva，我可以问：“给我更多关于这个的想法，”效果惊人地好，因为它拥有设计的全部背景信息。它实际上深度集成到了你的工作流中。另一件非常有趣的事情是我会进行“AI 散步”：我戴上耳机去散步，把脑子里想的所有事情都说出来，然后用 AI 来过滤我的思绪，找出我需要采取行动的事情。这再次帮助我从琐事中抽离出来，从更宏观的角度思考问题，而不是被 Slack 消息或电子邮件所困扰。我发现它能给你提供一个非常有帮助的视角。所以，是的，有很多用途。

---

### [00:55:01] Lenny Rachitsky

**English:**

For the Voice Note tool, is there a tool that you find useful for that?

**中文翻译:**

关于语音笔记工具，你觉得有什么好用的工具吗？

---

### [00:55:04] Melanie Perkins

**English:**

Yeah, I might use Apple Notes or directly into Canva Docs, and then I actually just do the brain dump into Canva Docs and then just summarize them.

**中文翻译:**

是的，我可能会用 Apple Notes 或者直接用 Canva Docs。我直接在 Canva Docs 里进行“头脑风暴倾倒”，然后让它进行总结。

---

### [00:55:16] Lenny Rachitsky

**English:**

Got it. And so you just use native microphone-

**中文翻译:**

明白了。所以你只是使用原生的麦克风……

---

### [00:55:19] Melanie Perkins

**English:**

Exactly.

**中文翻译:**

没错。

---

### [00:55:19] Lenny Rachitsky

**English:**

... dictation sort of thing. Nothing fancy?



**中文翻译:**

……听写之类的功能。没有什么花哨的？

---

**[00:55:20] Melanie Perkins**

**English:**

Yeah.

**中文翻译:**

是的。

---

**[00:55:20] Lenny Rachitsky**

**English:**

Okay.

**中文翻译:**

好。

---

**[00:55:21] Melanie Perkins**

**English:**

I like it.

**中文翻译:**

我喜欢这样。

---

**[00:55:23] Lenny Rachitsky**

**English:**

This reminded me of, you mentioned earlier in our conversation you had this vision board that you said is for 2050. Is that right?

**中文翻译:**

这让我想起，你之前提到过你有一个愿景板，说是为了 2050 年准备的。对吗？

---

**[00:55:30] Melanie Perkins**

**English:**

Yeah, that's right.

**中文翻译:**

是的，没错。

---

## [00:55:31] Lenny Rachitsky

### English:

Can you share something from that vision board?

### 中文翻译:

你能分享一下那个愿景板上的内容吗?

---

## [00:55:35] Melanie Perkins

### English:

I'll tell you why the vision board came about because it's only been in recent months. I did feel like as humanity, we are on a bit of a freight train and that freight training is, I think if we take a lot of visions for a lot of different companies and a lot of things that are happening and you just fast-forward 50 years or you do 2050 and you say, "Are we in a safer world? Is the world the place that we want our kids to grow up in? Is this the humanity that we want?" I didn't feel that the train that we are headed on always feels great. In fact, it scared me quite greatly for a whole host of reasons. And so I sat with that feeling for a little and then I kind of got to work on my 2050 walls and back to the chaos to clarity.

(00:56:22):

The first thing was riding my 2050 wall and I've really been loving, I've got a whole on the 2050 wall, started with a lot of quotes. Everything good was once imagined and many other quotes were along those similar lines. And then rather than just being fearful of the things that I'm worried about for society and for humanity, I started to think what would the alternative be? What is that vision that I would love to see us have basic human needs for all global education being a basic human right that everyone experiences all the really important things that we want as humanity. And again, using vision and using imagination and just dreaming about the future. And I find it really fascinating in my day-to-day by literally having it beside me as I work every day, the little tiny decisions that can kind of help to angle towards that future that we want and can I help will any of that into existence? I honestly don't know.

(00:57:24):

But I feel like just by starting to write it down some little brainstorm exercise with a number of other people and starting to just etch out, how do we get closer and closer to that. On my vision of the future, it's community. It's the whole of humanity trying to dream bigger and to dream bigger goals. And then us actually rising to that occasion in the world. We don't want, I think loneliness is rife, purpose is gone. What we teach people in schools is pointless. And in my vision for 2050, it's none of those things. Communities are bound to fall. We all have deep purpose. And that deep purpose springs from having bigger dreams that we collectively go out and achieve. Something that we're doing at our Canva world to a keynote in two weeks time, which I think is going to be after this is released, we've been asking people what is one goal you'd like to see the world achieved in our lifetime?

(00:58:25):

And then people literally writing it down I think is pretty powerful. And then people sharing that with other people I think is pretty powerful. And then us actually figuring out how the hell do we turn? That reality that we all deeply desperately want into existence, I think is genuinely one of the biggest questions of our time. But then again, rather than trying to tackle that entire thing by yourself, how do you take that first tiny step that starts to see that in your own life, in your own family, in your own community? And I think that's where we'll get purpose from and I think that is one of the key answers to loneliness is actually working towards something bigger than yourself.

## 中文翻译:

我会告诉你愿景板是怎么来的，因为那是最近几个月才有的。我确实觉得，作为人类，我们正坐在一列货运列车上，如果我们将许多不同公司的愿景和正在发生的许多事情快进 50 年，或者到 2050 年，然后问：“我们是在一个更安全的世界吗？这个世界是我们希望孩子们成长的地方吗？这是我们想要的人性吗？”我不觉得我们正在前进的这列火车总是让人感觉良好。事实上，由于种种原因，它让我感到非常恐惧。所以我带着那种感觉坐了一会儿，然后开始着手我的 2050 愿景墙，回到“从混沌到清晰”。

(00:56:22):

第一件事就是写下我的 2050 愿景墙。我一直非常喜欢墙上的一堆名言，开头是：“所有美好的事物都曾被想象过”，还有许多类似的名言。然后，我不再只是恐惧那些我为社会和人类担心的事情，而是开始思考：替代方案是什么？我希望看到的愿景是什么？让所有人都有基本的人类需求，让全球教育成为每个人都能体验的基本人权，以及我们作为人类想要的所有真正重要的事情。再次强调，利用愿景和想象力，仅仅是梦想未来。我发现每天工作时把它放在身边非常迷人，那些微小的决定可以帮助我们转向我们想要的未来。我能帮助实现其中的任何一部分吗？我真的不知道。

(00:57:24):

但我觉得，只要开始把它写下来，和一些人一起做一些头脑风暴练习，开始勾勒出我们如何越来越接近那个目标。在我的未来愿景中，核心是社区。是全人类尝试梦想得更大，设定更宏大的目标。然后我们在世界上真正迎接那个挑战。我们不希望看到孤独盛行、目标丧失。我们在学校教给人们的東西是毫无意义的。而在我的 2050 愿景中，这些都不存在。社区紧密相连。我们都有深刻的目标。而这种深刻的目标源于我们共同去实现更宏大的梦想。我们在两周后的 Canva World Tour 主旨演讲中（我想是在这期播客发布之后）正在做一件事：我们一直在问人们，你希望在有生之年看到世界实现的一个目标是什么？

(00:58:25):

然后人们真的把它写下来，我认为这非常有力量。人们与他人分享，我认为这非常有力量。然后我们真正去弄清楚，我们到底该如何将那个我们都深切渴望的现实变为现实？我认为这确实是我们这个时代最大的问题之一。但是，与其尝试独自解决整个问题，不如迈出第一小步，在你的生活、家庭和社区中看到这种变化。我认为这就是我们获得目标感的地方，我认为解决孤独的关键答案之一就是朝着比你自已更伟大的目标努力。

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## [00:59:02] Lenny Rachitsky

### English:

Wow. I really appreciate you sharing all that. I was thinking as you're talking, just considering how wildly successful Canva has been and just how ambitious that was when you started. I would not be at all surprised that this actually happens and that you achieve this very difficult vision.

### 中文翻译:

哇。我非常感谢你分享这一切。当你说话时我在想，考虑到 Canva 已经取得的巨大成功，以及你开始时的雄心壮志，如果这真的发生了，如果你实现了这个非常困难的愿景，我一点也不会感到惊讶。

---

## [00:59:18] Melanie Perkins

### English:

It's not something that I alone can achieve. I think it has to be obviously a global collective effort because there's zero chance I can go and achieve basic human needs for all. But I think that I'd like to change that. I'd like to help change the mood. I'd like to help change the way we're thinking about things. I genuinely think we need to move course a little and decide not what are all the things that we... what's the freight

train we're currently on, but what is it that we actually want? What do we want our societies to look like? What do we want the world to look like? Is it good enough that there's people, hundreds of millions of people that can't eat? What the hell? It just literally makes no sense.

**中文翻译:**

这不是我一个人能实现的。我认为这显然必须是全球性的集体努力，因为我绝不可能一个人去实现所有人的基本人类需求。但我认为我想改变现状。我想帮助改变这种氛围。我想帮助改变我们思考问题的方式。我真心认为我们需要稍微调整航向，决定的不应该是“我们目前在哪儿列货运列车上”，而是“我们真正想要的是什么？”我们希望我们的社会看起来像什么样？我们希望世界看起来像什么样？数亿人没饭吃，这难道是可以接受的吗？搞什么鬼？这简直毫无道理。

---

### **[01:00:03] Lenny Rachitsky**

**English:**

A column B world, you might say.

**中文翻译:**

你可以说，这是一个“B 栏世界”。

---

### **[01:00:06] Melanie Perkins**

**English:**

Absolutely.

**中文翻译:**

绝对是。

---

### **[01:00:07] Lenny Rachitsky**

**English:**

Melanie, this was incredible. Before we get to our very exciting lightning round, is there anything else that you wanted to share? Anything else you want to leave listeners with?

**中文翻译:**

Melanie，这太精彩了。在我们进入非常令人兴奋的闪电轮（lightning round）之前，你还有什么想分享的吗？还有什么想留给听众的吗？

---

### **[01:00:17] Melanie Perkins**

**English:**

You have been extremely extensive. I don't think I've got anything else to add, frankly.

**中文翻译:**

你问得已经非常详尽了。坦白说，我觉得没有什么要补充的了。

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### [01:00:20] Lenny Rachitsky

**English:**

That's the goal. That's the goal. With that, we've reached our very exciting lightning round. Melanie, are you ready?

**中文翻译:**

这就是我的目标。这就是我的目标。那么，我们进入了非常令人兴奋的闪电轮。Melanie，准备好了吗？

---

### [01:00:25] Melanie Perkins

**English:**

Let's go.

**中文翻译:**

开始吧。

---

### [01:00:27] Lenny Rachitsky

**English:**

First question, what are two or three books that you find yourself recommending most to other people?

**中文翻译:**

第一个问题，你最常向别人推荐的两三本书是什么？

---

### [01:00:31] Melanie Perkins

**English:**

One of the books I love is The Power of Moments, and it talks, am I supposed to be really fast and not tell you about it?

**中文翻译:**

我喜欢的书之一是《时刻的力量》（The Power of Moments），它讲述了……我是不是应该说得很快，不详细介绍它？

---

### [01:00:37] Lenny Rachitsky

**English:**

It's all good.

**中文翻译:**

没关系，都可以。

---

### [01:00:39] Melanie Perkins

**English:**

Okay. Two books, the Power of Moments, and one of the books early on I read was Designing the Obvious, which I found very insightful.

**中文翻译:**

好。两本书：《时刻的力量》，还有一本我早期读过的书《显而易见的设计》（Designing the Obvious），我觉得非常有见地。

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### [01:00:48] Lenny Rachitsky

**English:**

I like they shifted to fast mode. You don't have to go superfast. All good. What is a favorite product you've recently discovered that you really love? Not Canva.

**中文翻译:**

我喜欢你切换到了快速模式。你不需要说得超级快。没关系。你最近发现的、非常喜欢的非 Canva 产品是什么？

---

### [01:00:56] Melanie Perkins

**English:**

I love the Calm app. It is my daily companion. I use it to meditate. I use it to listen to music. I just find it very calming.

**中文翻译:**

我喜欢 Calm 应用。它是我的日常伴侣。我用它冥想，用它听音乐。我发现它非常让人平静。

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### [01:01:05] Lenny Rachitsky

**English:**

Okay. First question. I usually ask about movies and TV shows. I hear you don't watch a lot because you're so busy and have so much going on. So I'm going to try it, new question I haven't asked before. I'm curious where this goes. So excluding Canva, what's a product you'd love to work on someday, whether it's like an existing other company like, "Oh, I wish I could work on that thing," or just a new product you'd love to build maybe after the Canva chapter.

**中文翻译:**

好。第一个问题。我通常会问电影和电视节目。我听说你因为太忙、事情太多而不怎么看。所以我尝试一个以前没问过的新问题。我很好奇答案会是什么。除了 Canva，有没有什么产品是你将来想做的？无论是像现有的其他公司那样，“噢，我希望我能做那个东西”，或者是你想在 Canva 篇章之后建立的一个新产品。

---

### [01:01:27] Melanie Perkins

**English:**

I feel like my Canva chapter's going to go on for a long time, so I don't know, because we've got-

**中文翻译:**



我觉得我的 Canva 篇章还会持续很长时间，所以我不知道，因为我们有……

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### [01:01:27] Lenny Rachitsky

**English:**

On the side, on the side.

**中文翻译:**

作为副业，作为副业。

---

### [01:01:33] Melanie Perkins

**English:**

... decent plans side and we're pretty extensive.

**中文翻译:**

……相当不错的计划，而且我们的范围非常广泛。

---

### [01:01:33] Lenny Rachitsky

**English:**

Okay, maybe a company you'd love to fund. There we go.

**中文翻译:**

好吧，也许是你想要资助的一家公司。就这样吧。

---

### [01:01:36] Melanie Perkins

**English:**

I feel like there's a lot of opportunity to create global infrastructure that is truly empowering. And so as I look at my 2050 wall, I think there's a lot of things that are currently only exclusively available to a small number of people that should be available to everyone. And so the more that we can do to uplift the rising tide lifts all boats I think is a thing that's just so of such critical importance. And I think there is this weird belief that you can be fine and everyone else can be not fine and that's all cool. I don't think that's cool. I think everyone suffers in such a case. So I think more things that help everyone to rise.

**中文翻译:**

我觉得有很多机会去创造真正赋能的全球基础设施。当我看着我的 2050 愿景墙时，我认为有很多目前仅供少数人使用的东西应该提供给所有人。因此，我们能做的越多，就越能“水涨船高”，我认为这是至关重要的事情。我认为存在一种奇怪的信念，即你可以过得很好，而其他人可以过得不好，这没关系。我不认为这没关系。我认为在这种情况下，每个人都会受苦。所以我希望有更多能帮助每个人提升的东西。

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### [01:02:21] Lenny Rachitsky

**English:**

Maybe along those lines, but maybe not, is there a life motto that you find yourself coming back to and work your own life?

**中文翻译:**

也许沿着这个思路，也许不是，有没有什么人生格言是你经常回想并应用在工作和生活中的？

---

**[01:02:28] Melanie Perkins**

**English:**

There's a few. I love the quote, happiness is when what you think, what you say and what you do are in harmony. I feel like that's a constant aspiration. And then I've just been so obsessed lately with the idea that everything is led by imagination. That imagination is the very first step of that creative process. So everything is good because once imagined is a quote you're going to be seeing from Canva all the time now because it is true that if you don't imagine it, you can't will it into existence. And in fact, everything great that we experience in life was first imagined.

**中文翻译:**

有几个。我喜欢这句话：“幸福就是你的所思、所言、所行处于和谐之中。”我觉得那是恒久的追求。最近我一直痴迷于这样一个想法：一切都由想象力引领。想象力是创作过程的第一步。所以，“所有美好的事物都曾被想象过”这句话你现在会经常在 Canva 看到，因为如果你不去想象它，你就无法让它实现。事实上，我们在生活中经历的所有伟大事物都是首先被想象出来的。

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**[01:03:00] Lenny Rachitsky**

**English:**

Wow. There's so much power to that one thought nugget there is just, there's all these tools now that can make building so much easier. You can just build anything you want, just describe it. But so many people are just like, I'm in the same boat. I'm just stuck. "What do I want?" I don't even don't know what I need. What should I build? And that's exactly what you're talking about there. Okay. Last question. So I saw it somewhere that you were an aspiring figure skater in your early years in high school, you had to wake up at 4:30 A.M. to practice. Is there something you learned from that period of your life that was helpful in building Canva?

**中文翻译:**

哇。那个想法非常有力量。现在有这么多工具可以让构建变得如此简单。你可以构建任何你想要的东西，只需描述它。但很多人，我也一样，只是卡住了。“我想要什么？”我甚至不知道我需要什么。我该构建什么？这正是你所谈论的。好。最后一个问题。我在哪里看到过，你高中早期曾想成为一名花样滑冰运动员，你必须凌晨 4:30 起床练习。你从那段生活经历中学到了什么对建立 Canva 有帮助的东西吗？

---

**[01:03:36] Melanie Perkins**

**English:**

So many things are quite directly applicable, falling down over and over again and getting up and trying again, the importance of hard work and determination. I think the falling down, it was quite literal in my figure skating in days, and maybe it was a little more metaphorical in today, but it is constant.

**中文翻译:**

很多东西都是直接适用的：一次又一次地摔倒，然后爬起来再试一次；努力工作和决心的重要性。我认为“摔倒”在我花样滑冰的日子里是字面意义上的，而在今天可能更多是隐喻意义上的，但它确实是常态。

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## [01:03:57] Lenny Rachitsky

### English:

You're right. I wonder what that metaphor is for figure skating. I don't know. Anyway, Melanie, this was incredible. I am so thankful that you agreed to do this. Two final questions: where can folks find you if they want to maybe reach out, send you feedback on Canva or join Canva, and how can listeners be useful to you?

### 中文翻译:

你说得对。我想知道花样滑冰的隐喻是什么。我不知道。无论如何，Melanie，这太精彩了。我非常感谢你同意做这期节目。最后两个问题：如果人们想联系你、向 Canva 发送反馈或加入 Canva，可以在哪里找到你？听众可以如何帮助你？

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## [01:04:12] Melanie Perkins

### English:

Really great questions. So you can find me on LinkedIn. That's where I post the most. And you can go to and I can get the URL to give us your wishes and we want to hear them and we literally listen to them. It doesn't just go into a suggestion box. And then how can they be helpful? Use Canva, spread Canva, teach Canva. We're doing a Canva World Tour through October, which is probably going to be updated when this is posted.

(01:04:43):

Come to our events. We do events all around the world and we'd love to see you and to hear from you. And if you are in a company, starting a company, try and do the 1% pledge. Try and figure out your own version of the two-step plan and try and build products and in every decision that you make that actually makes the world that you want to live in. I think there's this kind of belief sometimes that the world is created by other people, but we all have a very active hand in creating the world that we live in. And every decision that you make for investors, every company that you fund, is that contributing the world to the world that you want to live in? Or is it creating the freight train that none of us want to be on?

### 中文翻译:

非常好的问题。你可以在 LinkedIn 上找到我，那是我发布动态最多的地方。你可以去……我可以提供那个 URL，把你的愿望告诉我们，我们想听到它们，而且我们真的会听。它不仅仅是进入一个建议箱。至于他们如何提供帮助：使用 Canva，传播 Canva，教授 Canva。我们正在进行 Canva World Tour，一直持续到 10 月，这在播客发布时可能会有更新。

(01:04:43):

来参加我们的活动。我们在世界各地举办活动，我们很想见到你并听取你的意见。如果你在一家公司或正在创办公司，尝试加入 1% 承诺。尝试构思你自己的“两步走计划”，并尝试在你的每一个决定中构建能真正创造你想要生活的世界的产物。我认为有时人们会有一种信念，认为世界是由他人创造的，但我们都在创造我们生活的世界中扮演着非常积极的角色。你作为投资者所做的每一个决定，你资助的每一家公司，是否都在为你想要生活的世界做出贡献？还是在制造那列我们都不想坐的货运列车？

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### [01:05:27] Lenny Rachitsky

#### English:

I have to ask before I let you go. Are you going to have the rap dancers at the next Canva event?

#### 中文翻译:

在让你走之前我必须问一下。下次 Canva 活动会有说唱舞者吗？

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### [01:05:33] Melanie Perkins

#### English:

You'll have to wait and see.

#### 中文翻译:

你得等着瞧。

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### [01:05:34] Lenny Rachitsky

#### English:

Okay. Melanie, thank you so much for being here.

#### 中文翻译:

好。Melanie，非常感谢你能来。

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### [01:05:38] Melanie Perkins

#### English:

Thank you so much, Lenny, for having me and your great well-researched questions.

#### 中文翻译:

非常感谢 Lenny 邀请我，也感谢你这些经过深入研究的好问题。

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### [01:05:42] Lenny Rachitsky

#### English:

Thank you. Bye everyone. Thank you so much for listening. If you found this valuable, you can subscribe to the show on Apple Podcasts, Spotify, or your favorite podcast app. Also, please consider giving us a rating or leaving a review as that really helps other listeners find the podcast. You can find all past episodes or learn more about the show at [Lenny'sPodcasts.com](https://lennyspodcasts.com). See you in the next episode.

#### 中文翻译:

谢谢。大家再见。非常感谢收听。如果您觉得这很有价值，可以在 Apple Podcasts、Spotify 或您喜欢的播客应用上订阅本节目。此外，请考虑给我们评分或留下评论，因为这确实能帮助其他听众找到本播客。您可以在 [LennysPodcasts.com](https://LennysPodcasts.com) 找到所有往期节目或了解更多关于本节目的信息。下期节目见。