SARAH TAVEL

Sarah Tavel - 双语对照

This bilingual document captures the key insights from Lenny's Podcast featuring Sarah Tavel, Partner at Benchmark.

[00:00:00] Sarah Tavel

English:

I think a lot of people think about markets almost like these bodies of water, it's like it's this big body of water that we're going after. I actually think that the most interesting markets, you have to think of them like currents where there's something happening in the market that's creating this current where you can have a plank of wood that you've put on the river and it's going to pull you forward. Versus a market that doesn't really have that momentum to it, you're going to have to build something really big and fancy to make any progress. That's why we care less about market size because really, what you're looking for when you're looking at a market, are what are the dynamics of change, what's the current and momentum that's going to pull the company and make the job easier for the founders to actually build something that endures.

中文翻译：

我认为很多人看待市场就像看待一片水域，觉得"我们要去攻占这片巨大的水域"。但我认为最有趣的市场，你应该把它想象成"水流（Currents）"。市场中正在发生的某些变化创造了这种水流，你只需在河上放一块木板，它就会拉着你前进。相比之下，如果一个市场没有这种势能，你就必须建造一些非常庞大且华丽的东西才能取得进展。这就是为什么我们不太在意市场规模，因为当你观察一个市场时，你真正寻找的是变化的动力——那种能拉动公司前进、让创始人更容易打造出长青企业的"水流"和"势头"是什么。

[00:00:56] Lenny

English:

Today, my guest is Sarah Tavel. Sarah is a partner at Benchmark, one of the most preeminent venture capital funds in the world, where she focuses on investing in consumer and marketplace startups. Prior to Benchmark, Sarah was the first product manager at Pinterest. And though I normally have a policy against VCs on the podcast, as you'll see, Sarah thinks very much like a product and growth leader. And I always learn a ton talking to Sarah about startups and marketplaces.

中文翻译：

今天的嘉宾是 Sarah Tavel。Sarah 是全球最顶尖的风险投资机构之一 Benchmark 的合伙人，她专注于投资消费级和平台型（Marketplace）初创公司。在加入 Benchmark 之前，Sarah 是 Pinterest 的第一位产品经理。虽然我通常有个原则，就是不邀请 VC（风险投资人）上节目，但正如你将看到的，Sarah 的思维方式非常像一名产品和增长负责人。每次和 Sarah 聊起创业和平台型业务，我都能学到很多东西。

[00:04:02] Sarah Tavel

English:

I think one thing you'll notice about me is that I have an allergic reaction to vanity metrics. When I made the transition from Pinterest... I started to meet with all these really talented consumer founders... this was during a time when everybody was getting excited about growth hacking. What you would see is that you would see all these founders coming in, and they all had these up and to the right graphs, whether it was sign-ups, or downloads, or MAUs. It felt to me like it wasn't obvious that those metrics that they were all getting very attached to... was the wrong thing to focus on. It didn't get to the heart of whether they were on the path to building an enduring consumer social product. They were missing, at the core, the criticality of engagement.

中文翻译:

我想你会发现我的一点特质，就是我对"虚荣指标（Vanity Metrics）"有种过敏反应。当我从 Pinterest 转型做投资时……我开始接触许多非常有才华的消费领域创始人……那是每个人都对"增长黑客（Growth Hacking）"感到兴奋的时期。你会看到这些创始人带着一路向上的增长曲线图进来，无论是注册量、下载量还是 MAU（月活跃用户数）。但在我看来，他们过度执着的这些指标显然是错误的关注点。这些指标并没有触及核心：他们是否正在打造一个长青的消费社交产品。他们忽略了最核心的东西——参与度（Engagement）的重要性。

[00:06:15] Sarah Tavel (Level 1: The Core Action)

English:

What you realize when you look at social products is that there's almost this action which I call the "core action" of that product that forms the foundation of the product. When a user completes this action, it's clear that they both understand the utility of the product... and it's an action that, if they perform the action, they're very likely to come back. So for Facebook, the obvious action is friending, in the beginning days. For Pinterest, it's pinning. For Evernote, it's writing a note. When you perform that action, that means you're an engaged user. That's why the MAU thing doesn't really mean anything. It's really looking at users completing the core action.

中文翻译:

当你观察社交产品时，你会发现几乎所有产品都有一个我称之为"核心动作（Core Action）"的行为，它构成了产品的基石。当用户完成这个动作时，说明他们理解了产品的效用……而且如果他们执行了这个动作，就很有可能再次回来。比如 Facebook 早期，核心动作显然是"加好友"；对于 Pinterest，是"Pin（钉图）"；对于 Evernote，是"写笔记"。当你执行了那个动作，才意味着你是一个深度参与的用户。这就是为什么 MAU 指标其实说明不了什么，真正要看的是用户是否完成了核心动作。

[00:08:24] Sarah Tavel (Clarity of Purpose)

English:

There's something that's really, really important about having that clarity of "this is the action that is most important for our product." All things, our NUX (New User Experience) has to lead to this. If a user isn't doing this, then there's something missing from their experience of the product. It's super important to get real clarity and know exactly the one that you're going to be picking to go forward.

中文翻译:

拥有一种清晰的认知是非常、非常重要的，即："这就是对我们产品最重要的动作"。所有事情，包括我们的 NUX（新用户体验），都必须引导用户走向这个动作。如果用户没有做这个动作，那么他们的产品体验中就缺失了某些东西。获得这种清晰度，并准确知道你要选择哪一个动作作为核心，是至关重要的。

[00:11:03] Sarah Tavel (Level 2: Retention)

English:

The test for me, of whether you're building a product that has the ingredients to create a retentive product on a micro level... is that the product should get better the more you use it, and you'll have more to lose by leaving it. I'll give you a couple examples... Pinterest: the more you pinned, the more personalized your home feed got for you. Then, the more you pinned, you also had more to lose by leaving Pinterest because, all of a sudden, you had all your favorite books, articles you wanted to remember, the recipes... you wouldn't abandon Pinterest because Pinterest was this repository for these different expressions of your identity.

中文翻译:

对我来说，判断你是否在微观层面打造了一个具有留存基因的产品，其测试标准是：产品是否"越用越好用"，以及用户"离开时的损失是否越来越大"。我举几个例子……比如 Pinterest：你 Pin 得越多，你的首页信息流就越个性化。同时，你 Pin 得越多，离开 Pinterest 的损失就越大，因为突然之间，你所有喜欢的书、想记住的文章、菜谱都在上面……你不会放弃 Pinterest，因为它已经成了你身份表达和各种收藏的仓库。