

1
00:00:00,000 --> 00:00:09,070
[sound]. In this video, I'm going to talk about
在这个视频中，我会谈一谈创业公司的销售。

2
00:00:09,089 --> 00:00:12,817
entrepreneurial sales. And in particular, I want to talk
我要着重谈两方面：

3
00:00:12,837 --> 00:00:16,626
about two aspects of entrepreneurial sales. So I want to

4
00:00:16,646 --> 00:00:19,833
talk a bit about the elevator pitch, and what that is
我想要谈一点电梯销售。这到底是什么意思？

5
00:00:19,853 --> 00:00:23,341
exactly. I'll show you one example of a winning elevator
我会给你一个电梯销售成功的例子。

6
00:00:23,361 --> 00:00:27,150
pitch. And I'll also talk a bit about entrepreneurial sales
我也会谈到在创业公司销售中，

7
00:00:27,170 --> 00:00:30,577
in terms of how to experiment with entrepreneurial sales and
如何实验销售方式以及，

8
00:00:30,597 --> 00:00:33,664
how to think about early sales as part of the search
如何把销售变成一种探寻答案的过程。

9
00:00:33,684 --> 00:00:40,731
process. So first the elevator pitch, What is an elevator
首先，电梯销售。什么是电梯销售，又怎么能使之成功？

10
00:00:40,751 --> 00:00:45,853
pitch and how to you give a good one? Elevator pitch is
之所以叫电梯销售就是因为

11
00:00:45,873 --> 00:00:48,939
named this way because you're supposed to think of yourself
你应该假设自己刚刚迈进电梯，

12
00:00:48,960 --> 00:00:52,758
as having just stepped into an elevator with a potential
碰到了个可能的投资人或者理想的客户，

13
00:00:52,778 --> 00:00:57,248
investor or potential ideal customer and you have the time
你要在电梯停之前说服他

14
00:00:57,268 --> 00:01:01,177
it takes for the elevator to stop at their floor to convince

15
00:01:01,198 --> 00:01:04,325
them that you're worth spending more time on or to get a
你值得他给你花更多的钱，或者争取到一个下次见面的机会。

16
00:01:04,325 --> 00:01:06,129
next meeting with them.

17

00:01:06,149 --> 00:01:10,018

So a successful elevator pitch should combine these five
一次成功的电梯销售应该包括五个要素：

18

00:01:10,037 --> 00:01:15,730

elements. First of all, It should convince the target person
第一，你应该说服你的目标对象给你一个更长的见面，

19

00:01:15,750 --> 00:01:19,950

to schedule a longer meeting, and ena-, or enable them to
让他们说服别人对你感兴趣或者见你一下。

20

00:01:19,970 --> 00:01:22,956

convince others to become interested and to meet with you.

21

00:01:22,976 --> 00:01:27,147

It should resonate and demonstrate sincerity. It shouldn't
你应该让他产生共鸣，并表达出你的真诚。

22

00:01:27,167 --> 00:01:31,998

come across as too polished or too insincere. It should
不应该过分修饰雕琢，这样可能会显得不真诚。

23

00:01:32,018 --> 00:01:35,685

communicate a sense of value, empathy and urgency. So it
你应该传达一种价值观，共鸣和紧急。

24

00:01:35,705 --> 00:01:39,313

should communicate that you understand what the target
所以你应该表达出你知道目标者的需求是什么，

25

00:01:39,333 --> 00:01:42,941

person's needs are, what the customer's problem is and that
他面对的问题是什么，

26

00:01:42,961 --> 00:01:46,781

you're excited and passionate about your solution for it.
你非常希望为他提供解决方案。

27

00:01:46,801 --> 00:01:50,468

And finally, ideally, it should quantify what we call the
最后，理想情况下，你应该清楚量化我们称之为价值定位的那个东西。

28

00:01:50,488 --> 00:01:55,189

value proposition clearly. And so, the value proposition
核心定位的意思是，

29

00:01:55,209 --> 00:01:58,176

basically means, what value are you bringing to the other
你会给别人带来什么样的价值？

30

00:01:58,196 --> 00:02:02,194

party? And so, this needs to be both in terms the person who
所以，这是从你希望有一个长约谈的人的角度来说的。

31

00:02:02,214 --> 00:02:04,714

you're trying to schedule a longer meeting with. If they're

32

00:02:04,714 --> 00:02:06,835

an investor, why is this an interesting investment
如果他是一个投资人，为什么对他来说这是一个有趣的投资机会。

33

00:02:06,855 --> 00:02:10,955
opportunity for them? Or if this is a customer, what value
如果这是一个顾客，

34

00:02:10,975 --> 00:02:14,462
does your company or your product bring to this customer?
你的公司或者产品能为这个顾客带来什么？

35

00:02:14,483 --> 00:02:19,123
And so to do this, you have to combine in a succinct way,
要这样做，你就得用非常简洁的语言综合起来，

36

00:02:19,144 --> 00:02:22,942
extremely thorough sales and market research. And ideally
特别是全面的销售和市场调研。

37

00:02:22,962 --> 00:02:25,608
the elevator pitch should be no longer than one or two
理想情况，一个电梯销售最多就是一到两分钟。

38

00:02:25,608 --> 00:02:28,885
minutes. And you want to start out not necessarily with the
你应该不想从技术这部分先开始，

39

00:02:28,906 --> 00:02:32,232
details of your technology, but with what the particular
而是先说你要解决什么问题，

40

00:02:32,252 --> 00:02:35,400
problem is that you're solving and why this is a big and
为什么这是一个重要的急需解决的问题。

41

00:02:35,400 --> 00:02:40,130
important problem. So let's look at one example of an
让我们看一个电梯销售的例子。

42

00:02:40,150 --> 00:02:44,120
elevator pitch. This comes from the MIT Elevator Pitch
这个例子来自MIT电梯销售竞赛，

43

00:02:44,140 --> 00:02:48,029
Competition and is a company called K-Splice. So let's take
这家公司叫K-Splice

44

00:02:48,049 --> 00:02:49,712
a look at their elevator pitch.
让我们看看他们的电梯销售。

45

00:02:49,733 --> 00:02:57,891
[sound] So this is a real honor. Thanks guys. I'm sure you'
非常荣幸，谢谢各位，

46

00:02:57,912 --> 00:02:59,911
ve all seen this message on your computer.
我相信各位都曾经在电脑上看到了这样的信息，

47

00:02:59,911 --> 00:03:02,911
A little box pops up and says you must reboot to install
一个小盒子跳出来你说你必须重新启动安装这些更新。

48

00:03:02,911 --> 00:03:05,911
these updates. I know, I have, I hate that message. I'm sure
我知道，我也有，我讨厌这些信息。我想你们也是。

49

00:03:05,911 --> 00:03:07,543
you guys do too.

50
00:03:07,563 --> 00:03:09,804
[inaudible] technology that allows you to install those
这个技术可以让你安装这些更新但是不用重启。
51
00:03:09,824 --> 00:03:12,584
updates without rebooting. Now you know that is grievance
现在你知道这对你和我说都是一个痛苦的经历，
52
00:03:12,604 --> 00:03:15,651
for you and me but it's an absolute necessity for your IT
但是这对你的IT基本设置却是非常必要的，

53
00:03:15,651 --> 00:03:19,008
infrastructure by which I mean say your email server, your
比如你的电子邮件服务器，

54
00:03:19,028 --> 00:03:23,106
payment processing system or even your website. And a fact
你的付款处理系统甚至是你的网页。

55
00:03:23,126 --> 00:03:25,876
of the matter is that most of these updates fix security
事实是大数目的更新都是为了修补一些安全问题。

56
00:03:25,876 --> 00:03:28,871
problems. So if you don't apply the update right away you're
所以如果你不马上安装这些更新，你的系统可能会存在漏洞。

57
00:03:28,871 --> 00:03:31,676
vulnerable. But if you do apply right away you have to
但是如果立刻安装，并且重启，这会影响所有在使用你服务的用户。

58
00:03:31,697 --> 00:03:34,654
reboot and you disrupt all of the users using your service.

59
00:03:34,674 --> 00:03:38,643
There has to be a better way, right. Well there is.
应该会有一个更好的方法，那么，就是这个

60
00:03:38,663 --> 00:03:40,928
[inaudible] offers a subscription service. We take these
我们提供一项定制服务。我们接受这些更新，

61
00:03:40,948 --> 00:03:43,734
updates. We transform them into updates that can be applied
并且把他们转化成不需要重启的更新，

62
00:03:43,754 --> 00:03:46,607
without rebooting so you don't have to tradeoff between
这样你就不需要在安全性和可用性之间二选一了。

63
00:03:46,627 --> 00:03:48,244
security and availability.

64
00:03:48,264 --> 00:03:49,264
Thank you.
谢谢！

65
00:03:49,264 --> 00:03:56,209
[sound]. And so this was a great elevator pitch. It can

这就是一个很棒的电梯销售。当然它还可以更完美，

66

00:03:56,229 --> 00:03:59,671

certainly be improved by better quantifying what the extent
比如把由于这个问题造成的时间和金钱的损失量化。

67

00:03:59,691 --> 00:04:02,978

of the problem is in terms of dollars or lost time and

68

00:04:02,998 --> 00:04:06,234

productivity. But, it's clearly well rehearsed, well
但是，显然它是经过精心的排练的。

69

00:04:06,254 --> 00:04:11,447

practiced. He's smooth and crisp in the presentation. And it
他的表述很流畅，干脆。

70

00:04:11,467 --> 00:04:14,735

starts out with what the problem is and follows up with what
他从要解决的问题开始，然后提供解决方案。

71

00:04:14,756 --> 00:04:18,453

the solution is. David Morgenthale the founder of
David Morgenthale, Morgenthale的创始人，

72

00:04:18,473 --> 00:04:21,170

Morgenthale ventures came into my class a couple of years
在几年前来过我的课。

73

00:04:21,189 --> 00:04:26,773

ago. And on watching the student presentations he had this
在看学生的表述的时候他说，

74

00:04:26,793 --> 00:04:29,619

to say, that while good concepts in engineering are
虽然好的技术是基本的，

75

00:04:29,639 --> 00:04:32,697

essential, very little happens in the world without the
如果得不到别人对你的认同那就什么也不会发生。

76

00:04:32,716 --> 00:04:35,752

concurrence of the agreement of other people. And so the

77

00:04:35,772 --> 00:04:39,019

first central thing is getting them to hear you, understand
所以第一重要的事就是让别人听你说，明白你，

78

00:04:39,039 --> 00:04:42,918

you and agree with you. He said what's in your mind matters
然后同意你所说。他说，如果你不能把观点传达给别人并打动他们，你想些什么就不重要。

79

00:04:42,938 --> 00:04:46,237

little if it does not reach and penetrate their minds. And

80

00:04:46,257 --> 00:04:49,244

so this is the importance of good presentation skills and
所以这就是好的表达和沟通技巧的重要性。

81

00:04:49,264 --> 00:04:53,413

good communication skills. For scientist and engineers who

对于那些将来想成为创业者的科学家和工程师，特别是一名成功的创业者来说。

82

00:04:53,432 --> 00:04:56,048

would like to become entrepreneurs and inspire to become

83

00:04:56,067 --> 00:04:59,596

successful as entrepreneurs.

84

00:04:59,616 --> 00:05:03,927

And so, two keys that I've noticed through many years of
有两个重要的点，是我多年观察学生以及第一次创业的人表述时发现的，

85

00:05:03,947 --> 00:05:08,105

seeing students and, first time entrepreneurs present. And

86

00:05:08,125 --> 00:05:10,942

the first is the importance of showing energy, of being
最重要的是要展示出你的活力，要充满激情。

87

00:05:10,962 --> 00:05:15,042

enthusiastic. But, at the same time, you have to slow down
但同时，你应该把语速放慢，

88

00:05:15,062 --> 00:05:18,661

and make sure that you communicate clearly and crisply. I've
以确保你表达的清楚并且简洁。

89

00:05:18,680 --> 00:05:22,055

seen many presentations where, and perhaps you have too,
我看了很多表述（有这样的问題），或许你也有，

90

00:05:22,074 --> 00:05:24,964

where the person is going a million miles per hour and it's
这个人一个小时要说好多，

91

00:05:24,964 --> 00:05:28,281

hard to keep up or keep track of what they're saying. And so
让听众非常难跟上他。

92

00:05:28,281 --> 00:05:31,870

you want to both combine showing energy and enthusiasm with
所以你应该既表现出你的活力和热情，

93

00:05:31,890 --> 00:05:34,956

slowing down and being clear and conveying just the most
又要把速度放慢，表达清楚，说最重要的信息。

94

00:05:34,976 --> 00:05:42,223

important information at the time. So too often and
经常发生的情况是，科学家或者工程师

95

00:05:42,243 --> 00:05:45,079

particularly from scientists and engineers you get this

96

00:05:45,099 --> 00:05:49,516

attitude or this mindset of all I have to do is show them
经常会有这样的思维逻辑：我要做的就是产品展示给他们，

97

00:05:49,536 --> 00:05:52,326

the product that will blew them away, as soon as they see
然后听众就会被打动，

98

00:05:52,326 --> 00:05:56,235

our technology they'll wanna buy. And this often isn't the
只要他们看到我们的技术，他们就会买。这通常不是事实。

99

00:05:56,254 --> 00:06:00,244

case. People are resistant to change and hesitant to try out
人们通常都比较固执，对实验有风险，价值还不明确的新产品都会犹豫，

100

00:06:00,264 --> 00:06:04,023

risky new things where the value is unclear. And so, while
虽然，这些技术的细节对你来说是兴奋的，

101

00:06:04,043 --> 00:06:07,060

the details of the technology might be exciting to you, as

102

00:06:07,079 --> 00:06:10,423

the inventor, you often have to start out with what the
因为你是发明者，你应该首先从技术开始，

103

00:06:10,442 --> 00:06:14,497

problem is, what value you're bringing. And go through this
你会带来什么样的价值。

104

00:06:14,516 --> 00:06:17,964

kind of process of better understanding what your value
经历这样一个过程，更好的理解你的价值定位究竟是什么。

105

00:06:17,984 --> 00:06:24,067

proposition really is. And so there's this quote that when
所以有这样的一句话，当你能量化你的话的时候，

106

00:06:24,087 --> 00:06:26,653

you can measure what you are speaking about and express it
用数字来表达，这个时候你才真的知道一些事情。

107

00:06:26,653 --> 00:06:28,908

in numbers, then you know something.

108

00:06:28,928 --> 00:06:31,435

When you cannot measure it, your knowledge is meager and
当你不能量化它，你的知识是不够的。

109

00:06:31,454 --> 00:06:34,932

unsatisfactory. So what does this mean for entrepreneurs? It
这对创业者来说意味着什么？

110

00:06:34,951 --> 00:06:37,701

means that you, you have to quantify the benefit that you
这意味着你得量化你能给你的顾客带来的好处。

111

00:06:37,701 --> 00:06:40,701

are offering to a customer. You will have to get into the
你得钻进你的客户的脑子里，了解他们使用你的产品的效果，

112

00:06:40,701 --> 00:06:43,070

customer's head and understand the effects of using your

113

00:06:43,070 --> 00:06:46,499

product on their business. So this is certainly true, if
这是真的，如果你把产品卖给一个创业者或者一个商业伙伴，

114

00:06:46,519 --> 00:06:49,927

you're selling to an enterprise or a business customer, but

115

00:06:49,947 --> 00:06:53,334

also if you're selling to consumers. We all have limited
但是如果你卖给一个顾客也是同样。我们的时间都是有限的，

116

00:06:53,353 --> 00:06:56,581

time, and there are many new websites, many new things to
有那么多的新网站，那么多新事物出现，

117

00:06:56,600 --> 00:06:59,899

take a look at. Why is it that I should take a look at, and
为什么我要去看你的，然后花时间在你的网站完成注册，

118

00:06:59,899 --> 00:07:02,656

spend time going through the registration process, on your

119

00:07:02,675 --> 00:07:05,722

web site, as opposed, to the many other new things, that I'm
而不是其他的新事物，那些我每天也会看到的。

120

00:07:05,722 --> 00:07:09,632

seeing each day. And so understanding this is key to getting
了解这点对获取投资者资源以及获取客户都是非常重要的。

121

00:07:09,651 --> 00:07:13,279

the attention and resources of investors and potential

122

00:07:13,299 --> 00:07:17,969

customers. So keep in mind that your user might be different
要记住，那些使用者可能和你的顾客不同。

123

00:07:17,989 --> 00:07:22,961

than your customer, For instance if you are, creating a
比如，如果你建了一个搜索网站，

124

00:07:22,980 --> 00:07:27,081

website for search, such as Google. The users of the website
比如说，google，使用者是那些用网站搜索信息的人。

125

00:07:27,100 --> 00:07:28,850

are those who are searching for information.

126

00:07:28,850 --> 00:07:32,283

There has to be a value proposition to them of why to use
你应该有一个价值定位为什么他们使用你的搜索引擎而不是另外一个。

127

00:07:32,302 --> 00:07:35,990

your search engine over a different one. But the, the paying
但是付费用户，

128

00:07:36,009 --> 00:07:38,968

customers in this case are actually the advertisers. And so
在这个例子中，其实是那些广告商。

129

00:07:38,987 --> 00:07:41,953

there also has to be a value proposition to them. Why should
所以你也会有一个针对他们的价值定位。

130

00:07:41,953 --> 00:07:45,261

devious and well organized. People are resistant to change;
迂回的，成体系的，人们是抵制改变的；

147

00:08:44,805 --> 00:08:46,871

they're resistant to trying something new.
他们抵制尝试新的东西。

148

00:08:46,891 --> 00:08:50,198

So often to justify the risk that comes in trying a new
所以通常让冒险听起来合理的理由来自于

149

00:08:50,218 --> 00:08:54,408

product you have to be perhaps, five times faster, five
你在尝试一种让你的速度快5倍的产品，

150

00:08:54,428 --> 00:08:57,495

times better, five times cheaper than what the known
快5倍，还比原先便宜五倍。

151

00:08:57,514 --> 00:09:00,280

alternative is. And some people would even say that this
有一些人甚至认为这个数字需要是10倍而不是5倍。

152

00:09:00,300 --> 00:09:04,120

number is ten times rather than five times better. And so

153

00:09:04,140 --> 00:09:06,640

there are three things you have to understand from your
所以你要在你的消费者身上明白三点：

154

00:09:06,640 --> 00:09:10,133

customer, how they are currently solving their problem, if
他们现在是怎么解决这个问题的，如果真的有的话，

155

00:09:10,153 --> 00:09:14,482

at all. How their work processes, or how their daily lives
这个过程是怎样的，他们的日常生活是怎样通过这个产品发生改变的。

156

00:09:14,502 --> 00:09:16,548

were changed through using your product.

157

00:09:16,567 --> 00:09:20,155

In particular, this is going to require that they reorganize
特别是，这需要他们了解整件事，

158

00:09:20,175 --> 00:09:23,955

everything, or can it simply be plugged in to the process.
还是简单地扎入这个过程。

159

00:09:23,975 --> 00:09:27,062

And then you have to calculate this change, and understand
然后你需要计算这种改变，了解投资回报率。

160

00:09:27,081 --> 00:09:31,080

the payback that it would deliver, , once they switched to
一旦他们换成你的产品。

161

00:09:31,100 --> 00:09:35,530

your product. So in terms of presenting either for customers
所以不管是对客户还是可能的投资者，在这节课上，

162

00:09:35,550 --> 00:09:39,698

or for potential investors or in terms of this class, I want

163

00:09:39,718 --> 00:09:44,120

to give a few tips. And one great example in Silicon Valley
我希望给你们一些小提示。一个硅谷的很好的例子，一位伟大的创业家，

164

00:09:44,140 --> 00:09:48,169

of a tremendous entrepreneur, tremendous CEO, tremendous
伟大的CEO，伟大的发明家，Steve Jobs

165

00:09:48,189 --> 00:09:53,086

inventor was Steve Jobs. And so I am going to play you a few
我会给你们播一段Steve Jobs的陈述，

166

00:09:53,105 --> 00:09:55,855

minutes of this clip on presenting like Steve Jobs. But I

167

00:09:55,855 --> 00:09:58,863

encourage you to look up the clip on YouTube and watch it in
但是我建议你们在youtube上看这个片段的整个视频。

168

00:09:58,863 --> 00:09:59,863

its entirety.

169

00:09:59,875 --> 00:10:01,855

[sound].

170

00:10:01,875 --> 00:10:02,875

[sound] ...

171

00:10:02,875 --> 00:10:03,076

>>

172

00:10:02,973 --> 00:10:08,206

[sound]. Anyone who has watched a
那些看过的人，

173

00:10:08,225 --> 00:10:10,009

[inaudible] will tell you he is one of the most
会告诉你他是美国公司中最出色的演讲家。

174

00:10:10,009 --> 00:10:12,715

extraordinary speakers in corporate America.

175

00:10:12,735 --> 00:10:15,841

>> Who does the best job of that in the world?
世界上谁最出色？

176

00:10:15,860 --> 00:10:16,860

[sound] ...

177

00:10:15,860 --> 00:10:17,928

>> While most presenters simply convey information
大多数的演讲者只是传递信息，

178

00:10:17,948 --> 00:10:18,948

[inaudible] inspires.

启发

179

00:10:18,948 --> 00:10:19,948

[sound] ...

180

00:10:18,948 --> 00:10:19,948

>> I'm

我

181

00:10:19,948 --> 00:10:25,985

[inaudible] and today I'll walk you through several key

今天会带你去看Steve Jobs演讲的一系列技巧，

182

00:10:26,005 --> 00:10:27,569

techniques that Steve

183

00:10:27,589 --> 00:10:30,485

[inaudible] uses to electrify his audience. The relevance
如何使听众兴奋。

184

00:10:30,505 --> 00:10:33,000

you can adopt in your very next presentation.

你可以学到并运用到你的演讲中。

185

00:10:33,020 --> 00:10:34,020

[sound] ...

186

00:10:33,020 --> 00:10:34,270

>> Welcome to Mac World 2008.

欢迎来到Mac World 2008.

187

00:10:34,270 --> 00:10:41,129

>> We've got some, some great stuff for you. There's clearly

我们有一些好东西给你们，

188

00:10:41,149 --> 00:10:44,847

something in the air today.

很明显，这会是在今天流行开来的。

189

00:10:44,867 --> 00:10:45,867

[sound].

190

00:10:45,867 --> 00:10:48,615

>> With those words, Jobs opened MacWorld 2008, setting the

通过这几句话，Jobs作为MacWorld 2008的开场，

191

00:10:48,635 --> 00:10:51,152

theme for his presentation, and hinting of the major

设置了他的演讲的主题，

192

00:10:51,172 --> 00:10:53,967

announcement of the day, The launch of the Ultra Thin

也暗示了今天要宣布的大消息，是超薄MacBook Air的发布。

193

00:10:53,987 --> 00:10:58,338

MacBook Air. Whether it's a new notebook or the iPhone, Jobs

不管它是一个笔记本还是Iphone，Jobs都会用一个单行的大字标题揭开它。

194

00:10:58,358 --> 00:11:01,413

unveils a single headline that sets the them.

195
00:11:01,433 --> 00:11:13,452
>> Today, Apple is going to reinvent the phone.
今天，苹果会重新定义手机。

196
00:11:13,472 --> 00:11:14,472
[sound].

197
00:11:14,472 --> 00:11:15,722
[inaudible] Once you identify a theme, make sure it's clear
一旦你找到了主题，要确保它在整个演讲中是清楚和一致的。

198
00:11:15,722 --> 00:11:16,972
and consistent throughout the presentation.

199
00:11:16,972 --> 00:11:19,722
[sound] Think of a staff meeting as a presentation. So let's
把一个员工会议想象成一个演讲，

200
00:11:19,722 --> 00:11:22,222
say you're a sales manager, introducing a new software tool,
比如你是一个销售经理，介绍一款新的软件产品，

201
00:11:22,222 --> 00:11:25,350
to help your team generate, track and share sales leads. You
帮助你的团队产生，跟踪和分享销售线索。

202
00:11:25,370 --> 00:11:28,476
might kick off your meeting this way. Good Morning, thanks
可能这样开始是个不错的选择：早上好，谢谢来到这里，

203
00:11:28,496 --> 00:11:31,403
for coming, I know you'll be really excited about this.
我知道你们对此很兴奋，

204
00:11:31,423 --> 00:11:35,211
Today, we make it easier for you to make your quota. That's
今天，我们会让你达到指标变得更容易，这就是头条标题：更容易地完成指标。

205
00:11:35,231 --> 00:11:39,350
the headline. Easier to make quota. It's memorable.
这很容易让人记住。

206
00:11:39,370 --> 00:11:42,120
>> And it sets the direction for the rest of your meeting;
也让会议剩下时间的主题变得很清楚，

207
00:11:42,120 --> 00:11:47,418
it gives your audience a reason to listen.
这给了你的听众一个很好的听下去的理由。

208
00:11:47,438 --> 00:11:49,688
>> So I've got four things I'd like to talk about with you
今天我想和你们谈四件事，

209
00:11:49,688 --> 00:11:50,688
today,

210
00:11:50,688 --> 00:11:51,688
[sound], so let's get started.
现在让我们开始，

211

00:11:51,688 --> 00:11:55,999
>> Steve Jobs always provides an outline for his
Steve Job总是给他的演讲放一个提纲，
212
00:11:56,019 --> 00:12:00,649
presentation and then verbally opens and closes each section
然后说一段开场白，每个部分结束的时候都有一个明显的过渡。
213
00:12:00,669 --> 00:12:03,374
with a clear transition in between. Here's an example.
这是一个例子，
214
00:12:03,394 --> 00:12:08,035
>> So that's time capsule, a perfect companion to leopard
这就是Time Capsule, leopard (苹果系统)的最佳伴侣，
215
00:12:08,055 --> 00:12:10,252
and that's the first thing I wanted to share with you this
这是我今天早上想要和你分享的第一件事。
216
00:12:10,252 --> 00:12:11,252
morning.

217
00:12:11,252 --> 00:12:19,211
[sound]. The point is, make it easy for your listeners to
记住，要让你的听众很容易的跟着你的故事。
218
00:12:19,231 --> 00:12:22,317
follow your story. Your outline will serve as guideposts
你的提纲会像一个路标一样引路。
219
00:12:22,337 --> 00:12:29,274
along the way.

220
00:12:29,293 --> 00:12:31,439
[sound]. You'll also notice that during his presentations,
你们也会发现在他的表述中，
221
00:12:31,439 --> 00:12:36,660
Jobs uses words like extraordinary, amazing, and cool. He is
Jobs总是会用一些词，比如，非常好，特别棒，太酷了。
222
00:12:36,680 --> 00:12:39,765
passionate, enthusiastic, and it shows Incredible,
他特别有激情，还有一些词，不可思议，
223
00:12:39,785 --> 00:12:43,586
unbelievable, amazing, awesome, extraordinary year for
太令人惊艳了，真棒，对苹果来说特别的一年。
224
00:12:43,606 --> 00:12:50,317
Apple. You know, your audience wants to be. Wow, not put to
要知道，你的听众可不想在听演讲的时候睡着，
225
00:12:50,337 --> 00:12:52,837
sleep? Too many people fall into this presentation mode. It'
很多人在听演讲的时候都会进入这种模式。
226
00:12:52,837 --> 00:12:57,648
s stiff. It's formal. It lacks pizzazz. We, your listeners,
这就是因为太僵硬，太正式，缺少风度。我们作为你的听众，
227
00:12:57,668 --> 00:13:01,157
are giving you permission, to have fun, to be excited, about

给你机会给我们讲你的公司有什么能让我们高兴和兴奋，

228

00:13:01,177 --> 00:13:04,274

your company, your product, or your service. If you're not
你的产品或者你的服务。

229

00:13:04,293 --> 00:13:10,037

passionate about it, we're not going to be.

如果你自己都不激动，我们更不会。

230

00:13:10,057 --> 00:13:14,756

[sound] Remember, Jobs isn't selling hardware. He's selling
记住，Jobs不是卖硬件的，他是卖经验。

231

00:13:14,776 --> 00:13:19,698

an experience. If you off. And so the final thing that I

我想强调的关于电梯销售的最后一点是，

232

00:13:19,718 --> 00:13:23,606

want to emphasize about the elevator pitch is that it should

233

00:13:23,626 --> 00:13:27,444

close with what your request is. If this is an investor and
你应该以一个要求结束。如果这是一个投资人，

234

00:13:27,464 --> 00:13:30,461

you are asking for an ex-meeting or if this is a customer

你向他要一个额外的约见，或者这是一个顾客，

235

00:13:30,461 --> 00:13:33,961

and you are asking to come in and present to the rest of the
你应该要一个时间给其他的管理团队成员做一个展示，

236

00:13:33,961 --> 00:13:37,067

executive team, you need to close with that clear request so
你应该用这样一个明确的要求结束，

237

00:13:37,086 --> 00:13:40,787

they understand what you are asking for from them.

这样他们才能明白你要什么。

238

00:13:40,807 --> 00:13:44,735

The next thing I want to talk about is the sales process and
我要谈的下一件事是销售的过程以及如何把销售看成是

239

00:13:44,755 --> 00:13:47,841

seeing sales as part of the search and experimentation

寻找和实验的一部分。

240

00:13:47,861 --> 00:13:51,014

process. So in the same way that we experiment with other

一方面我们要实验盈利模式，

241

00:13:51,033 --> 00:13:54,757

aspects of the business model we also need to experiment in

我们也需要在我们创造出的销售过程中去实验谁才是最初的目标客户。

242

00:13:54,777 --> 00:13:58,326

creating the sales process and who the initial target

243

00:13:58,346 --> 00:14:03,216

customers are. So one great resource that I've found for

这方面我发现的一个很棒的资源是一本书：Traction, 作者是Steve Brown

244

00:14:03,236 --> 00:14:06,712

this is a book called Traction by Steve Brown, it's a great, 这本书非常棒

245

00:14:06,732 --> 00:14:10,472

one of the great books about how entrepreneurial sales works 是讲创业企业销售如何运作的最棒的书之一，

246

00:14:10,492 --> 00:14:14,287

and how to create a process for it. And so the goal here is 也提到了怎么创建这个过程。

247

00:14:14,307 --> 00:14:17,939

this scalable and repeatable sales process. And this should 现在的目标是一个可测算的可复制的销售过程。

248

00:14:17,959 --> 00:14:22,890

be found by the co-founders of the company before sales is 这个过程应该由公司的联合创始人找到，在委派或者外包给销售团队之前。

249

00:14:22,910 --> 00:14:27,110

delegates or outsourced to a sales team. All too often, 通常，

250

00:14:27,130 --> 00:14:30,607

founders tend to ramp up the sales team before they've 创始人会在找到目标客户群，以及找到这个销售过程前 就去着手加强销售团队，

251

00:14:30,627 --> 00:14:33,605

really defined who the target customer is and what the sales

252

00:14:33,625 --> 00:14:36,281

process should look like. Or before they've developed 或者在他们研发出和市场匹配的产品前，

253

00:14:36,301 --> 00:14:41,874

product market fit. And so much like the elevator pitch 就像你在电梯里面的销售一样，

254

00:14:41,894 --> 00:14:44,240

there are three fundamental questions that you should think 有三个重要的问题你需要去想并且找出答案。

255

00:14:44,259 --> 00:14:46,134

about finding the answers to.

256

00:14:46,153 --> 00:14:50,745

First, why should the customer buy anything? Second, why 第一，为什么顾客要买东西？

257

00:14:50,764 --> 00:14:53,670

should they buy our product rather than a competitor's 第二，为什么他们要买我们的东西而不是我的竞争对手的东西？

258

00:14:53,690 --> 00:14:58,261

product and third, why buy now, what's the motivation to buy 第三，为什么现在买？是什么让他们现在买而不是将来的某天？

259

00:14:58,281 --> 00:15:04,836

now rather, rather than waiting for the future. And so this

260

00:15:04,856 --> 00:15:08,103

is the book, Traction by Steve Brown. And I'm gonna go
所以这就是这本书的主要内容，Traction，作者是Steve Brown

261

00:15:08,123 --> 00:15:11,191

through a few sections of it to highlight the key concepts
我会简单讲其中的几个部分，来强调一下他的核心观点。

262

00:15:11,211 --> 00:15:17,044

and ideas. So first of all, the three questions I want to
第一，我想再强调一下上面的三个问题，

263

00:15:17,064 --> 00:15:20,752

emphasize again that it is your task as the entrepreneur to
作为创业者，找到并验证上面三个问题的答案这是你的任务。

264

00:15:20,772 --> 00:15:27,357

find and verify the answers to. And so there's this myth

265

00:15:27,377 --> 00:15:31,196

that if I build a better mousetrap, then the world will beat
如果我做了一个更好的捕鼠器，这个世界都会争先恐后的到我的门口。

266

00:15:31,216 --> 00:15:34,418

a path to my door. You know, of course they'll want to come
当然，他们想要来找到它。

267

00:15:34,418 --> 00:15:37,168

and find it. But this is untrue. And often the most
但这不是真的。

268

00:15:37,168 --> 00:15:40,307

important part about being an inventor and an entrepreneur
作为一个发明家和一个创业者最重要的一部分就是

269

00:15:40,326 --> 00:15:44,405

is figuring out who it is that has this need. Who is it that
弄明白到底是谁有这个需求。

270

00:15:44,425 --> 00:15:48,261

most wants to buy the product? And how do I sell to them
到底是谁想要买这个产品？如何把产品先卖给这些人？

271

00:15:48,281 --> 00:15:54,929

first? And so the general concept in generating leads and
所以在创业公司产生销售线索和最初的销售过程中

272

00:15:54,949 --> 00:15:58,278

going through the initial sales process as a start-up is

273

00:15:58,298 --> 00:16:02,547

that you have to initially create a list of potential sales
其实就是你得去创造一些可能的销售实验。

274

00:16:02,567 --> 00:16:06,875

experiments. So this is a potential list of leads or
这是一个可能的线索的清单，或者可能购买产品的潜在的客户的清单，

275

00:16:06,895 --> 00:16:09,843

potential customers who might want to buy the product. And

276

00:16:09,863 --> 00:16:12,288

you then simply go down that list after it's been

然后你就简单地沿着这个按优先顺序排列的线索往下走

277

00:16:12,288 --> 00:16:16,337

prioritized and experiment with each one, and keep track of

逐个实验，追踪结果，

278

00:16:16,357 --> 00:16:19,264

the results, to see what worked and keep doing more of that.

看看哪个奏效，然后就继续做下去。

279

00:16:19,264 --> 00:16:22,533

And keep doing less of what didn't work. So how might this

不奏效的就不要做了。这个看起来是什么样的？

280

00:16:22,552 --> 00:16:28,194

look? So, what types of experiments might we, might we run?

我们应该怎么做实验？

281

00:16:28,214 --> 00:16:31,802

This is going to depend on the details of your business. But

这是由你的公司的具体情况决定的。

282

00:16:31,822 --> 00:16:35,129

I've plotted out on the left a consumer-oriented business,

我在左边给出的是一个顾客导向型的公司

283

00:16:35,149 --> 00:16:38,376

and on the right an enterprise or business-to-business type

右边的是一个公司对公司的商业模式。

284

00:16:38,396 --> 00:16:42,398

model. On the left you might think of networking, social

在左边你可能需要考虑关系网，社交媒介，

285

00:16:42,418 --> 00:16:47,327

media, come up with who the influencers are in your area.

想出那个领域中的有影响力的那些人。

286

00:16:47,347 --> 00:16:51,185

The, these might be bloggers that everyone reads, or it

这些可能是人们都会去读的博客，

287

00:16:51,205 --> 00:16:54,875

might be a particular, journal or magazine.

或者是一个具体的报刊或杂志。

288

00:16:54,895 --> 00:17:00,278

It might be your website or blogging or using Twitter. This

可能是你的网页或者博客，Twitter。

289

00:17:00,298 --> 00:17:03,785

might be getting press or talking to journalists and

这些可能是去接触媒体，跟记者聊，说服他们帮你和你的公司讲一个故事。

290

00:17:03,805 --> 00:17:07,535

convincing them to do a story on you and your company. It

291

00:17:07,555 --> 00:17:10,642

might be more traditional advertising or search engine

也可能是更传统的广告或者搜索引擎优化。

292

00:17:10,662 --> 00:17:16,051

optimization. If you're selling to larger businesses or you
如果你卖给一个大公司，或者你有一个公司产品，

293

00:17:16,071 --> 00:17:18,950

have an enterprise product, this could be through LinkedIn,
这可能要通过LinkedIn

294

00:17:18,970 --> 00:17:22,969

through your network, your adviser's networks, cold calling,
通过你的关系网，你的顾问的关系网，拜访电话，

295

00:17:22,989 --> 00:17:27,298

hosting webinars a whole host of experiments that you might
举办在线研讨会，所有这一系列的实验。

296

00:17:27,317 --> 00:17:30,205

run. And so once you've generated this list and you're
所以一旦你有了这样一个清单，

297

00:17:30,205 --> 00:17:33,211

starting to go down through it and generate some sales
你就应该开始逐一往下走，生成一些销售线索，

298

00:17:33,231 --> 00:17:36,836

leads, one thing that you can do is keep track of this
你可以做的一件事就是保持跟踪这个过程，把它放在一个excel表里面。

299

00:17:36,855 --> 00:17:39,026

process in an Excel sheet.

300

00:17:39,046 --> 00:17:41,751

And so there's one example here that I just want to go
这里有一个例子，我想很快地说一下，

301

00:17:41,751 --> 00:17:48,555

through quickly which shows various sales leads. And it has
这里面有很多不同的销售点子。

302

00:17:48,575 --> 00:17:51,582

a number of columns, which go through who the contact person
这有很多栏，分别表明谁是联系人，

303

00:17:51,602 --> 00:17:56,384

is. What type of client this is. What source they came
这是一个什么样类型的客户，他的来源是什么，

304

00:17:56,404 --> 00:17:59,591

through so we know what, sources for our marketing are more
知道市场来源对我们来说是更有效的。

305

00:17:59,611 --> 00:18:03,620

effective. The total amount of the sale, and then, an
销售的总量，然后是，一个预期的收入，

306

00:18:03,640 --> 00:18:08,271

expected revenue amount, which is simply the total amount
这个数字是可以很容易用销售的总量乘以

307

00:18:08,291 --> 00:18:12,039

Multiplied by the percentage of the way through the sales
这种销售方式所占的比例算出来的，

308

00:18:12,059 --> 00:18:17,812

process that, that client is And so if this is a \$300,000

如果这是一个\$300, 000的可能销售，

309

00:18:17,832 --> 00:18:21,250

potential sale. And we're 50 percent of the way through the
我们的销售中有50%是通过这个渠道实现的，

310

00:18:21,270 --> 00:18:25,388

sales process than currently has an expected value of \$150,
那么目前的预期价值就是\$150,000

311

00:18:25,408 --> 00:18:30,432

000. And then it also has a column for what the next step is
然后还有一栏是下一步要做什么，

312

00:18:30,451 --> 00:18:34,630

in the sales process. And so then you can sort this by the
你可以通过预期价值判断出，

313

00:18:34,650 --> 00:18:37,834

expected value to make sure you are spending more of your
你是不是确定要继续在这条线上花时间，让它最终转化成销售。

314

00:18:37,854 --> 00:18:41,998

time on potential leads that are more likely to generate

315

00:18:42,018 --> 00:18:46,096

sales. And so, as you go through this process and learn more
所以，当你经过了这样一个过程，

316

00:18:46,116 --> 00:18:50,046

about who it is that values your product, and what the sales
了解到是谁真的认为你的产品有价值，

317

00:18:50,066 --> 00:18:54,145

process is like, you're going to want to start to more
这个销售过程是怎样的，你应该开始更清楚地写下来这个过程是怎样的。

318

00:18:54,165 --> 00:18:58,274

explicitly write down what the sales process is. And this is

319

00:18:58,294 --> 00:19:02,884

going to be similar in terms of generating leads and
这和生成线索以及了解自身的价值定位都是类似的。

320

00:19:02,904 --> 00:19:06,282

understanding the value proposition. But these next steps
但是后面的这些步骤会根据公司的不同而不同，

321

00:19:06,302 --> 00:19:09,931

are going to differ depending on what type of company you

322

00:19:09,951 --> 00:19:13,899

are, what type of industry you're in exactly, so these are
根据行业的不同而不同，

323

00:19:13,919 --> 00:19:17,607

going to need to be flushed out according to what you find
这些在你找到你最初的客户之后就都不需要了，

324

00:19:17,627 --> 00:19:21,096

in selling to the initial customers, and then the final step
最后一步就是你要让他们高兴地成为你的付费用户。

325

00:19:21,115 --> 00:19:23,110
is converting them into a happy.

326

00:19:23,130 --> 00:19:27,989
Paying customer. And so it's key to learn as much as you can
所以从最初的消费者那学习，和他们互动非常关键。

327

00:19:28,009 --> 00:19:31,148
from the initial early customers that you're interacting

328

00:19:31,168 --> 00:19:34,445
with. And so it's some potential things that you wanna learn
你需要从他们那了解一些可能性，

329

00:19:34,465 --> 00:19:38,626
from them are, what problem, exactly, are you solving? Who
比如，你究竟需要解决什么问题？

330

00:19:38,646 --> 00:19:42,324
is it that has that problem? What market segment are you
到底是谁有这些问题？

331

00:19:42,344 --> 00:19:46,894
appealing to? Who are the decision makers? Is it a CEO that
你吸引的是哪部分市场人群？

332

00:19:46,914 --> 00:19:51,053
has to make the decision? Is it a chief technology officer?
这是需要CEO做的决定嘛？还是一个首席技术官？

333

00:19:51,073 --> 00:19:54,161
What, what experiments did you try? What worked and what
你做了哪些实验？那些奏效了哪些没有？

334

00:19:54,181 --> 00:19:59,482
didn't? How did you find these initial customers? How did
你怎么找到这些最初的客户的？他们是怎么听说你的？

335

00:19:59,502 --> 00:20:03,722
they hear about you, the length of the sales cycle. So how
这条销售链有多长？

336

00:20:03,742 --> 00:20:07,079
long did it take from initially contacting this customer to
从最初接触这个顾客到做成这笔生意花了多久？

337

00:20:07,099 --> 00:20:10,427
closing the sale, and why did they buy? Were they the same
他们到底为什么买？

338

00:20:10,447 --> 00:20:18,065
reasons that you expected. Other key questions are,
他们买是因为同样的原因和预期嘛？还有一些重要的问题，

339

00:20:18,085 --> 00:20:22,144
understanding, can you make a profit on future sales? How
你未来的销售可以盈利嘛？

340

00:20:22,164 --> 00:20:26,690
much money did you make on these sales? How much are they
你这笔销售赚了多少钱？

341

00:20:26,710 --> 00:20:30,658

willing to pay? Could you potentially increase the price?
他们想付多少钱？你有可能提价嘛？

342

00:20:30,678 --> 00:20:33,806

What are the best channels or distributors to reach them
最好的接触到他们的渠道和分销是什么？

343

00:20:33,826 --> 00:20:38,706

through? Hello you potentially market to or recruit these

344

00:20:38,726 --> 00:20:42,254

distribution channels there's a whole host of things that
招募这些分销渠道，有一整套的东西你要从你的早期客户身上学习，

345

00:20:42,274 --> 00:20:45,382

you can learn from you early initial customers and you wanna

346

00:20:45,402 --> 00:20:49,350

learn as much as you can from these initial sales to inform
你要尽可能多的去学习这个过程，

347

00:20:49,370 --> 00:20:53,058

your process going forward and what experiments are working,
然后去预知下面的过程，你的实验进展，

348

00:20:53,078 --> 00:20:57,599

how you business model fits together.
你的商业模式行不行？

349

00:20:57,619 --> 00:21:01,908

And so you can learn more and read, download the rest of
你可以在innovatorstraction.com去下载这本书剩下的部分，

350

00:21:01,928 --> 00:21:06,078

this book for free at innovatorstraction.com. And let's take
去读，去学习，

351

00:21:06,098 --> 00:21:10,358

a look at a longer version of Case Fleiss's presentation.
让我们看一段长的Case Fleiss的演讲，

352

00:21:10,378 --> 00:21:13,526

And when you're watching this presentation, I want you to
在你看的时候，我希望你去想

353

00:21:13,546 --> 00:21:16,131

think about maybe what they did well, and what they didn't
他们哪做的好，哪做的不是那么好。

354

00:21:16,131 --> 00:21:20,922

do so well. And what differences we want to see in the OAP
我们想在OAP和OEP演讲中看到哪些不同？

355

00:21:20,942 --> 00:21:25,152

and OEP presentations that you make. So, take a look at this
让我们看看这段录像，之后，我们花点时间说说他们可以在哪些地方做出改变。

356

00:21:25,172 --> 00:21:28,776

video and afterwards let's take a moment to think about what

357

00:21:28,796 --> 00:21:30,046
they might have done differently.

358

00:21:30,046 --> 00:21:31,046
[sound]. Hi guys, I'm Asim
大家好, 我是Asim,

359

00:21:31,046 --> 00:21:33,296
[inaudible] and I'm hear to tell you about K splice.
我会给你们讲讲K splice

360

00:21:33,296 --> 00:21:38,501
So I'm sure you've all seen these messages before, you must
我相信你们都看到过这样的信息，

361

00:21:38,521 --> 00:21:41,548
reboot to install these updates. You know what? We hate
你必须重启安装这些更新，我们讨厌这些信息，

362

00:21:41,568 --> 00:21:44,931
these messages, and I think you guys do, too. But you know
我觉得你们也是，你知道谁比我们更讨厌他们嘛？

363

00:21:44,951 --> 00:21:47,951
who hates them even more than we do? Well, the people that

364

00:21:47,951 --> 00:21:51,269
administer server farms and your enterprise IT. Now why do
是那些管理服务器的人和那些公司的信息部，

365

00:21:51,289 --> 00:21:53,745
these guys hate this? Because installing updates leads to
为什么他们讨厌它呢？因为安装更新要停机，

366

00:21:53,765 --> 00:21:57,315
down time, Down time for your E-Mail server, your payment
让你的Email服务器停机，

367

00:21:57,335 --> 00:22:00,651
processing system, and your web site. This down time is
你的支付处理系统停机，还有你的网页。

368

00:22:00,671 --> 00:22:04,568
expensive. Lost productivity, missed sales, this is a really
这是很费钱的。降低效率，丢掉销售业绩，这是很大的一件事。

369

00:22:04,588 --> 00:22:08,299
big deal. And who can afford that these days? No one. So
如今谁能承受这个呀？没有人。

370

00:22:08,319 --> 00:22:11,165
then why do people install updates if it's so painful? Well,
那么为什么人们要安装更新呢，如果这是如此痛苦的一件事？

371

00:22:11,165 --> 00:22:13,035
the fact of the matter is that updates often fix security
事实是，更新可以修补安全补丁。

372

00:22:13,035 --> 00:22:14,035
problems.

373

00:22:14,035 --> 00:22:16,535
So if you don't install them, you're vulnerable. There's got
如果你不安他们，你的系统就会很脆弱。

374
00:22:16,535 --> 00:22:21,157
to be a better way, right? Well, fortunately there is. Case
有一个更好的方法，对吗？很幸运，是的。

375
00:22:21,177 --> 00:22:23,384
Place has developed a technology that can install these
K Splice研发了一项技术可以安装更新但不需要重启。

376
00:22:23,384 --> 00:22:27,523
updates without requiring a reboot. So who is K Splice? Well
谁是K Splice?

377
00:22:27,543 --> 00:22:30,043
we're all here, we're all MIT engineers and I've actually
我们都在这，我们是MIT（麻省理工学院）的工程师，我这其实有一张我们的照片。

378
00:22:30,043 --> 00:22:33,037
got a picture of us. No, that's not us, no that's not us,
不，这不是我们，不是我们，不是。

379
00:22:33,037 --> 00:22:34,037
no.

380
00:22:34,037 --> 00:22:37,537
[laugh] Okay, I've got a picture of us. I'm not going to
好吧，我有一张我们的照片，

381
00:22:37,543 --> 00:22:40,793
tell you which one I am because I think it's obvious. But I
我不会告诉你我是谁，因为我觉得这很明显。

382
00:22:40,793 --> 00:22:43,543
will tell you that were a proven team that can really
但是我会告诉你们我们是一个可信任的团队，

383
00:22:43,543 --> 00:22:46,615
deliver these complex software solutions. So Athena ten,
可以为你提供这些复杂的软件解决方案。Athena 10,

384
00:22:46,635 --> 00:22:49,552
MIT's new version of its computing infrastructure, yeah we
MIT的最新版本的电脑基本设施，是我们做的。

385
00:22:49,572 --> 00:22:53,428
did that. And so what we're doing now. We've been working on
所以，我们现在在做什么呢？我们现在在做K Splice,

386
00:22:53,448 --> 00:22:56,198
Case Plus for over a year and we've deployed this re-
做了一年的时间，就是这个不需要重启也能安装更新的技术，

387
00:22:56,198 --> 00:22:57,870
bootless update technology at countless productions
并且我们已经在很多的地方都成功应用了。

388
00:22:57,890 --> 00:23:01,829
environments. In other words, we've shipped software. So we
换句话说，我们做出过软件，

389

00:23:01,849 --> 00:23:04,510
know what we're doing here. So what's next for us? Well
所以我们知道我们现在在做什么。我们接下来要做什么呢？
390
00:23:04,510 --> 00:23:07,260
here's a picture of a data center, you've got thousands of
这是一张数据中心的图片，这有许多的机器，
391
00:23:07,260 --> 00:23:10,010
machines and a myriad of software products on there, and all
还有一个软件产品的金字塔，所有的这些都需要我们的这项技术。
392
00:23:10,010 --> 00:23:12,010
of these things need our re-bootless update technology.

393
00:23:12,010 --> 00:23:14,760
So what am I talking about? I'm talking about your storage
我在说什么呢？我在说你的存储设备，
394
00:23:14,760 --> 00:23:16,553
device, your router, your virtualization solution, your
你的路由器，你的视觉化解决方案，你的运行程序，
395
00:23:16,573 --> 00:23:20,562
operating system, your database, your ERP, your CRM, your
你的数据库，你的ERP，你的CRM，你的其他那些首字母缩写，
396
00:23:20,582 --> 00:23:23,317
other acronyms. Your web server, The need for this
你的网站服务器，这项技术是无处不在的，
397
00:23:23,337 --> 00:23:26,426
technology is ubiquitous, we can solve this problem for you.
我们可以给你解决问题。
398
00:23:26,446 --> 00:23:29,520
So at the end of the day, you can't buy a piece of stereo
在今天结束的时候，你不能买一个上面没有Dolby牌子的音响设备
399
00:23:29,520 --> 00:23:32,020
equipment that doesn't have a dolby logo on it. Similarly,
同样，
400
00:23:32,020 --> 00:23:34,354
we think that any self respecting application or device
任何可信赖的应用或者装置提供商都应该买我们的产品。
401
00:23:34,374 --> 00:23:36,250
vendor is gonna want their product to be case

402
00:23:36,250 --> 00:23:37,250
[inaudible] enabled.

403
00:23:37,250 --> 00:23:44,046
So at case place, reboots are obsolete. Thank you.
在K Splice，重启是过时的，谢谢！
404
00:23:44,066 --> 00:23:48,270
[sound]. And so What do we like and what do we not like
好，说说你喜欢这个演讲的哪些方面？不喜欢哪些？
405
00:23:48,290 --> 00:23:50,290

about this presentation? It's certainly very well rehearsed, 很明显这是一个排练的很好的演讲，

406

00:23:50,290 --> 00:23:55,402

it's, it's enthusiastic, it's energetic, it's funny, it's, 很有激情，有活力，风趣，

407

00:23:55,422 --> 00:23:59,882

very slick. However, have they narrowed down who the target 很熟练，但是，他们有没有把目标市场缩小？

408

00:23:59,902 --> 00:24:03,539

market is? They say that the problem is ubiquitous. That 他们说这个问题是普遍的，

409

00:24:03,559 --> 00:24:06,365

certainly may be true, but who are we gonna target 这当然是真的，但谁是他们最初的目标？

410

00:24:06,385 --> 00:24:10,280

initially? We haven't, they haven't done a very good job of 我们不知道，他们没有量化问题，这个也需要改进，

411

00:24:10,300 --> 00:24:13,723

quantifying the problem, quantifying the potential market, 量化潜在市场，

412

00:24:13,743 --> 00:24:17,913

or narrowing down who the initial target market is. The 或者缩小最初的目标市场范围。

413

00:24:17,932 --> 00:24:21,019

other big difference between this presentation and what I 我想要看到你们的OAP或者OEP陈述和这个陈述的不同还有，

414

00:24:21,039 --> 00:24:24,948

would like to see in your OAP and OEP presentations is

415

00:24:24,968 --> 00:24:27,816

evidence of the learning that you've been gathering through 证明你和消费者，潜在合作者学习交流的证据，

416

00:24:27,836 --> 00:24:31,663

interacting with customers, potential partners.

417

00:24:31,683 --> 00:24:35,552

>> Sales, marketing channels, I want to see the experiments 销售，市场渠道，我想要看到你的实验过程，

418

00:24:35,572 --> 00:24:38,545

that you've been running, and the data points that you've 那些你收集到的支持，或者证明你的部分商业模式假设的那些数据

419

00:24:38,545 --> 00:24:41,966

been gathering to either verify or just prove your

420

00:24:41,986 --> 00:24:45,455

hypothesis about each section of the business model. And so

421

00:24:45,475 --> 00:24:48,060

I want to see evidence of what experiments have you been

我想要看到那些你做的实验的证据，

422

00:24:48,060 --> 00:24:51,798

running, how have they been panning out, what have you been
他们是怎么被淘汰的，

423

00:24:51,817 --> 00:24:55,076

learning and modifying or changing, about various aspects of
你学习到了什么，对你的商业模式做了哪些改变和修改。

424

00:24:55,096 --> 00:24:58,513

your business model. That's it for this video. I hope that
这就是今天的视频，

425

00:24:58,533 --> 00:25:00,818

you'll see a lot of connections between what I've been
我希望你们能看到这节课和创业企业市场那节课的联系。

426

00:25:00,818 --> 00:25:04,025

talking about here and what I'm talking about in the

427

00:25:04,045 --> 00:25:05,045

entrepreneurial marketing section.