

GINA GOTTHILF

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

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Gina Gotthilf - 双语对照

This bilingual document captures the key insights from Lenny's Podcast featuring Gina Gotthilf, former VP of Growth at Duolingo.

[00:00:00] Gina Gotthilf: The Power of Communication and Brand Voice

English:

Communication is constantly underrated. And communication isn't about being able to convey a message, it's about being able to convey a message in a way that the listener receives it, and understands it, and remembers it. And that's really hard to do. One of the things I've helped employ at Duolingo that I think is still there today... is a unique voice. And what that means is not just another language learning app where we give you instructions and you follow directions. There is always a quirk, like it's unexpected. The way we talk to you is a little bit funny. It doesn't take ourselves too seriously and it makes the person receiving this message feel something. Again, it's about how you make people feel. And you feel like either you giggle, or you're like, wait what? They just did what? And using that to your benefit.

中文翻译:

沟通的价值一直被低估了。沟通并不只是传达信息，而是要以一种让听者能够接收、理解并记住的方式来传达。这其实很难做到。我在多邻国（Duolingo）协助建立并延续至今的一项特色，就是它独特的“声音”（Brand Voice）。这意味着它不仅仅是另一个只会发指令让你遵守的语言学习应用。它总带点古灵精怪，出人意料。我们和你说话的方式有点幽默，不过分严肃，这会让接收信息的人产生情感共鸣。归根结底，关键在于你让人们产生了什么样的感觉。你要么让他们会心一笑，要么让他们心生好奇：“等等，什么？他们居然这么干？”利用这种情感连接来为你的增长服务。

[00:00:48] Lenny: Introduction to Gina's Career and the "A-side/B-side" Concept

English:

Today my guest is Gina Gotthilf. Gina is most known for leading growth and marketing at Duolingo, helping take them from 3 million to over 200 million users, primarily through organic and non-paid growth channels... Currently, she's the co-founder and COO of Latitude, which is a company dedicated to helping build the next generation of iconic tech startups in Latin America. In our wide-ranging conversation, Gina shares a ton of new insights and tactics on how Duolingo grew early on... We also talk about how every life and career has an A-side and a B-side. Also, why PR and brand are way underappreciated by most startups.

中文翻译:

今天的嘉宾是 Gina Gotthilf。Gina 最著名的成就之一是领导了多邻国的增长和营销工作，帮助其用户量从 300 万增长到超过 2 亿，且主要通过有机（Organic）和非付费渠道实现。目前，她是 Latitude 的联合创始人兼首席运营官，该公司致力于帮助拉美地区打造下一代标志性的科技初创企业。在这次广泛的对话中，Gina 分享了

大量关于多邻国早期增长的见解和策略。我们还讨论了为什么每个人的生活和职业都有“A面”和“B面”，以及为什么大多数初创公司都严重低估了公关（PR）和品牌的力量。

[00:07:09] Gina Gotthilf: The "A-side" vs. "B-side" of Success

English:

We are very encouraged in our lives, especially professionally, to talk about our A-sides all the time. Because that's what impresses people, that's what opens doors... It means that a lot of what you hear in podcasts and on stage ends up being the "Instagramable" version of someone, or a company... It's just the highlights. When I talk about my A-side, it's very impressive. I met President Obama, I worked on the Mike Bloomberg presidential campaign. I helped Duolingo scale from three to 200 million users... But between all of those highlights, there were so many B-moments that get shoved under the rug because it's just easier for me and it's more impressive for others. But I really like to highlight those. Because I think that most of us have a lot of B-moments every day... and it's easy to think that things aren't just not going to work out for us because we're in one of those B-moments.

中文翻译:

在生活中，尤其是在职场上，我们总是被鼓励去展示自己的“A面”。因为那是让人印象深刻的东西，是敲门砖。这意味着你在播客或舞台上听到的很多内容，最终都成了某个人或某家公司的“精修版”（Instagramable version），全是高光时刻。当我谈论我的A面时，确实很风光：我见过奥巴马总统，参加过迈克尔·布隆伯格的总统竞选团队，帮助多邻国从300万用户增长到2亿，等等。但在这些高光时刻之间，有太多的“B面瞬间”被掩盖了，因为避而不谈对我来说更容易，对别人来说也更体面。但我非常喜欢强调这些B面。因为我觉得我们大多数人每天、每周都会经历很多B面时刻，如果我们不把它们看作是暂时的瞬间，就很容易认为自己注定不会成功。

[00:10:37] Gina Gotthilf: Vulnerability and the "B-side" Reality

English:

I applied to schools. I didn't get into any Ivy League... When I got to college, I actually ended up dropping out because I got so depressed... Ironically, I dropped out of Reed College, which is the same college that Steve Jobs dropped out of. So I was just destined for greatness. I knew it at that moment... No, I was miserable. I thought there was no path forward. And when I finally went back and graduated, the college counselor looked at my curriculum and said, "What have you even done with your life? There's nothing to show for." ... I applied to a hundred companies. I didn't hear back from most of them. I finally got an internship... and they forgot to apply for my visa on time, so I lost my visa and had to go back to Brazil.

中文翻译:

我当时申请学校，一所常春藤都没考上。上大学后，我因为严重的抑郁症最终退学了。讽刺的是，我从里德学院（Reed College）退学，那正是史蒂夫·乔布斯退学的学校。所以当时我觉得自己注定要成就一番伟业——开玩笑的，当时我痛苦极了，觉得前途尽失。当我最终重返校园并毕业时，职业顾问看着我的简历说：“你这辈子都干了些什么？简直一无是处。”后来我申请了一百家公司，大多石沉大海。好不容易找了份实习，结果他们忘了按时帮我申请签证，导致我失去身份不得不回巴西。

[00:18:45] Gina Gotthilf: Growth Lessons from the Bloomberg Campaign

English:

Once you click on an ad, you land somewhere. And then whatever happens there is super important. Because if people then take the action you want them to take on that landing page, or don't, is definitive. But everyone spends all of their effort and money on the ads. And I think that this is true of almost everything. We forget to think about the step-by-step in growth... If you're able to 2X the effectiveness of a landing page, you are able to actually, in a compounded way, increase the effectiveness of that first ad. I spent a lot of time going rogue and figuring out how to make landing pages... There was one day where I brought one page from 3% to 12% conversion rate with statistical significance.

中文翻译:

一旦你点击了广告，你就会跳转到某个页面。那个页面上发生的一切都至关重要。因为人们是否在落地页（Landing Page）上采取你预期的行动，具有决定性意义。但每个人都把精力和金钱花在广告投放上。我觉得几乎所有事情都是如此，我们忘了思考增长中的每一步细节。如果你能将落地页的效率提高两倍，你就能以复利的方式提高初始广告的效率。我当时花了很多时间“不按常理出牌”，钻研如何优化落地页。有一天，我将一个页面的转化率从 3% 提高到了 12%，并且在统计学上是显著的（Statistical significance）。

[00:20:44] Gina Gotthilf: Landing Page Optimization Tactics

English:

The first one is making it mobile-optimized. People who are working, are working on their computers... We forget that most people are looking at pages on our phones. First, the core copy, the message and button need to be above the fold. The second thing... is people skim. You can write all of this beautiful messaging... but if people are not going to read it, it doesn't matter. So you have to approach a landing page with that perspective... what makes something particularly skimmable is first restricting copy a lot. And even copy that seems short is probably not short enough. Having the title and the button speak to each other is really cool. Because if people only read the title and the button, they got it.

中文翻译:

第一点是移动端优化。工作的人通常用电脑，但我们常忘了大多数用户是用手机看页面的。首先，核心文案、信息和按钮必须在“首屏”（Above the fold，即无需滚动即可看到的区域）。第二点是，人们习惯于扫视。你可以写出非常优美的文字，但如果人们不读，那就毫无意义。所以你必须带着这种视角去设计落地页。要让内容易于扫视，首先要极度精简文案，即使看起来已经很短了，可能还不够短。让标题和按钮的内容相互呼应非常酷，因为如果用户只读标题和按钮，他们也能明白是什么意思。