

CanvaJam

Making Team Collaboration on Canva Simple

CanvaJam is the new chatting and calling feature available to users of Canva Teams. This feature will eliminate the need to switch to different messaging and video calling tools like MS Team, Slack, or Zoom. Design teams can collaborate better and review their work on the platform using Canva web browser or application. The feature will include the following -

- Real-time chatting and collaboration - This will add a new communication channel for users to converse while attending a meeting, traveling, or doing other work. The chat box will seamlessly fit into the interface so users can read and reply to messages while designing on the platform.
- Video calls, meetings, and conferences - This will enable remote teams to collaborate quickly and efficiently. Along with watching the real-time changes by other members, this feature will also allow members to share their screens during the calls. Calling features will allow up to 25 users to participate simultaneously.

| Who is this feature for? | What problems will it solve? | Why do we need this feature? |
|---|---|--|
| This feature will be used by users working in teams who want to collaborate with other team members while designing on Canva. | Currently, Canva Team users have limited options to collaborate over the platform. While they can invite team members, allocate tasks, and leave feedback, comments, and reactions. | Currently, users need to go to different tools to chat or get on a call to review the slides and make final changes. They feel their productivity takes a hit when changing tabs between Canva and chatting or calling tools. Adding this feature to Canva Teams will strengthen our offering. |

I. Current state

Vanilla enterprise offering

- Canva makes money from the marketplace, print, and its subscription models. It has two subscription plans, Canva Pro - for individual designers and Canva Teams for enterprises.
- Canva launched its enterprise offering in 2019, aimed to cater to the needs of large enterprise businesses interested in managing their brand designing requirements.
- Recently launched Canva for Campus to cater to the needs of all educational institutions

| Current Canva Customers | Pain Points of Canva Enterprise Customers |
|--|---|
| The majority of Canva users and revenue come from individual designers (both free and paid users) in the age group of 18–34. | <ol style="list-style-type: none"> 1. Does not justify the higher price 2. The features offered in enterprise plans need to be more for the companies to overcome the switching cost to Canva. 3. Although task allocation and comments can be added while working on shared designs, team needs to use other tools to review and finalize the design & documents. |

- Value proposition - Canva Teams offers features like - role-based access, built-in workflows, branded themes for everything, unlimited storage, single sign-on (SSO), and 24x7 support.
- Metrics - Since Canva recently started enterprise plans, they currently focus on sales and retention metrics like Average revenue per account, Accounts lifetime value, Lifetime value vs. cost per acquisition per account, and % increase in # of enterprise accounts- metrics.
- Competition - Adobe creative cloud, MS office suite, and Google suite are the leaders in enterprise offerings for designing tools. Figma and Miro are other new companies entering the space with unique value propositions. While most competitors do not offer real-time chatting and calling features, Miro does offer these capabilities.
- Technical Implications -
 - ◆ Canva uses modern-day multi-cloud computing architecture primarily on AWS for infrastructure, database, and services. They also use Snowflake for data warehousing and analytics and use AI/ML for better engagement.
 - ◆ Canva has weekly releases, Minimum Viable Product releases, Micro Services, Modular applications, and a Monorepo strategy that result in greater agility and speed to market.

II. Future state

Enterprise sales led growth - Canva's strategy for the next three years

What we envision

"We envision a world where anyone can be a creative genius" – Canva

"Designing amazing things together" – CanvaJam

| Product Objective | Feature Objectives | Key Results |
|------------------------------------|---|---|
| Improving Customer Feedback. | Enabling easy & efficient team collaboration & communication on the platform. (<i>Customer</i>) | <ul style="list-style-type: none"> ● Feature rating of 3.5+ out of 5 by paid users ● 15% increase in average session duration of Canva teams users ● 10% decrease in number of sessions per Canva Team users (Drop in to-and-fro between Canva and other applications) |
| Expanding Reach. | Strengthening the Canva Team's offering to drive business growth by improving enterprise sales. (<i>Business</i>) | <ul style="list-style-type: none"> ● 20% increase in quality enterprise leads ● 15% increase in Canva Team's free trial activation ● 10% increase in MoM enterprise sales |
| Personalising Customer Experience. | Personalizing Canva to suit the team's preferred means of communication (<i>Technology</i>) | <ul style="list-style-type: none"> ● 20% or higher feature adoption rate by free trial and paid users ● 10% increase in conversion rate (free to paid user) ● 5% improvement in the task (chatting or calling) completion and satisfaction rate |

III. Plan

Customer

Continious research for iterative development

Different research will be performed at different stages of the product feature launch.

| Feature Ideation | Prototype Testing | Soft Launch (MVPs) |
|--|--|--|
| Exploratory research is performed to understand the user's needs and pain points. This includes ethnographic research, focus groups, online surveys etc. | Evaluative research is conducted next to test the concept and user experience. Market, competitor, and pricing research will also be done in this phase. | Iterative development research is done at this stage. This qualitative research measures user adoption, behavior, and engagement with the feature. |

Precisely targeting the niche customers

CanvaJam will use **Account-based Marketing** as its go-to-market strategy, where the sales and marketing teams will focus on locating, targeting, and engaging with potential high-value accounts. All paid (search & social ads), earned (backlinks and collaborations), and owned (internal blogs and vlogs) media channels will be used to reach the potential enterprise clients.

Business

CanvaJam's three-year plan for recouping its original investment

| Cost Components | | | Payback Plan | |
|------------------|--------------|--|------------------------------------|------------|
| Labour & General | \$1.8 M | | Annual Incremental Users | 90 K |
| Technology | \$0.7 M | | Annual Incremental Earnings | \$1.5 M |
| Annual Recurring | \$0.5 M | | Payback period | 3 Y |
| Total | \$3 M | | Annual Profit after Payback Period | \$1 M |

Mitigating risk & testing assumptions with MVP & MLP

MVP: In order to gauge user interest in and adoption of internal collaboration tools, we intend to release Piecemeal MVP with basic features. On-screen chat, file sharing, one-on-one calling, conferencing, screen sharing, and role-based access for users are some functionalities included in the MVP.

MLP: Based on user engagement with specific components like chatting, calling, or conferencing, we will introduce more features in that bucket. These will include advanced search options, device management for additional security, call logs, mobile phone compatibility etc.

Full Product Release: The success and lessons learned from the MVP and MLP will determine the direction of the final product. Modern technology-driven features, such as chat channels, call recording, an immersive webinar experience, etc, will be added in this update.

Technical

Buying feature components rather than building from scratch

There are multiple vendors and service providers that offer collaboration features. Based on my preliminary buy vs. build analysis, I recommend buying this feature over building it in-house.

| | Speed to Market | Cost ROI | & Support | Design | Privacy | Customer Satisfaction | Technology Compatibility | Total Score |
|--------|-----------------|----------|-----------|--------|---------|-----------------------|--------------------------|-------------|
| Build | 2 | 3 | 2 | 6 | 5 | 4 | 6 | 4 |
| Buy | 7 | 2 | 6 | 5 | 4 | 6 | 4 | 5 |
| Weight | 16% | 14% | 10% | 14% | 14% | 22% | 10% | 100% |

Scale - 1 (low) to 7 (high)

Embracing Artificial Intelligence to improve CanvaJam

- CanvaJam will employ NLP and AI to suggest responses for group conversations, saving users' time from having to type lengthy messages.
- Speech will be translated into several languages during team meetings using an AI-based transcript capability.
- Adaptive AI will be utilized to anonymize private and sensitive user data in order to secure CanvaJam and protect user privacy.

CanvaJam conservative yet realistic estimates

| Components | | Total | MVP | MLP | Full Product |
|------------|------------------|----------|----------|---------|--------------|
| Cost | Labour & General | \$1.8 M | \$0.7 M | \$0.5 M | \$0.6 M |
| | Technology | \$0.7 M | \$0.3 M | \$0.2 M | \$0.2 M |
| | Annual Recurring | \$0.5 M | - | \$0.3 M | \$0.2 M |
| Timeline | | 36 weeks | 13 weeks | 9 weeks | 14 weeks |

Product vision-driven feature prioritization to minimize opportunity cost

| Bucket | Features | MoSCoW | Launch Plan | Priority |
|------------------------------------|------------------------------|--------|--------------|----------|
| Chats & Collaboration | Channels | Could | Full Product | 6 |
| | Search | Should | MLP | 4 |
| | File sharing | Must | MVP | 3 |
| Security, privacy & management | Role based access | Must | MVP | 1 |
| | Device management | Should | MLP | 5 |
| | Call recording | Could | Full Product | 7 |
| Video calling, meetings & webinars | Screen sharing | Must | MVP | 2 |
| | Immersive webinar experience | Could | Full Product | 8 |