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A Case Study of Canva as a Born Global Firm

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ABSTRACT

This article studies Canva as a Born Global firm, and finds the ways in which digital platform-based business model facilitating an expeditious and enduring internationalization from inception. Based on the Born Global perspective, this paper examine Canva’s early internationalization, global orientation, knowledge-based resources and innovation-oriented strategies. Drawing on secondary data from company reports and industry sources, the article examines Canva’s worldwide user expansion, localization strategy, digital marketing tactics, ecosystem models for platforms and revenue status to speculate its global prosperity. The results suggest that Canva offers a fit with the Born Global attributes. Something amazing about it is that the company was global from day one, it reached a global footprint through a SaaS based product on the cloud and they build internationalization into their platform from the very beginning. Localization, network effects, partnerships, and innovative technology have accelerated Canva’s growth. The growth in revenues also illustrates how the company has been able to translate widespread global acceptance into solid commercial performance. The study contributes to the Born Global literature by demonstrating how digital platforms and AI-mediated innovation are transforming internationalization in the digital economy. Canva's situation provides a learning opportunity to academics and practitioners who are looking to make sense of early international initiation strategies in technology-based enterprises.

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1. INTRODUCTION

Digital tools have rapidly changed the way of doing international business activities on a global scale. With the growth of internet-based platforms, cloud computing and software-as-a-service (SaaS) models have reduced barriers to international entry and enabled firms to serve even global customers at an earlier stage in their development. Consequently, traditional, incremental stages of internationalization are no longer applicable in this era. There are plenty of new firms operating internationally from the beginning. Within this context, the concept of “Born Global” firms has gained attention in international business studies. Born-Global companies are traditionally described as firms that go international early in their life and have high levels of revenue from overseas market early on. These companies confront standard theories of internationalization, including the Uppsala model, by showing quick and early global market involvement instead of gradual expansion.

Digital platforms plays a critical role in facilitating Born Global behavior. Unlike traditional product based firms, digital platform companies can serve consumers in numerous countries at the same time without much need for physical investment. Because of the scale-ability, low marginal costs and network effects of their technology, these firms can internationalize quickly and cheaply. Therefore, the characteristics of Born Global companies closely resemble many digital platform companies.

This study uses Canva as a case company in investigating Born Global internationalization in a digital context. Launched in Australia in 2013, Canva is an online graphic design platform aimed at serving an international market from its inception and currently serves to millions of users across over 190 countries with support of more than 100 languages. The purpose of the case study is to investigate Canva's internationalization strategies using the Born Global theory focusing on its platform based business model global expansion strategies, and key success factors. The paper is organized as follows: section 2 reviews the related literature; section 3 explains the research methodology, sections 4 to 8 present the case analysis and final section concludes with key findings and implications.

2. LITERATURE REVIEW

2.1 Born Global Firms: Key Concepts

Prior research has described Born Global firms as firms which operates internationally shortly after their creation and generate a large proportion of their revenue abroad at a young age (Knight & Cavusgil, 1996). **[1]** According to Oviatt and McDougall, these are such firms that seek to derive significant competitive advantage from the sale of outputs in multiple countries from inception. **[2]** Knight and Cavusgil go on to say that in within two to three years of start-up, such firms are likely to be exporting and may derive 25% of their accumulative sales from foreign markets in the same period. Recent literature affirms this view, Born Global firms focus on global market orientation, knowledge-based resources and entrepreneurial strategy to their early internationalization. **[3]**

2.2 Born Global Vs Traditional Internationalization

Classical theories, i.e., Uppsala model, argue that the internationalization process for firms is characterized with incremental modes based on their accumulated experience and commitment over time in foreign markets. **[4]** In contrast Born global firms forego these stages to internationalize on an accelerated basis through a proactive orientation towards strategy and innovation (Bell et al., 1995, Madsen & Servais, 1997). **[5]** According to some recent studies, digitalization, global networks, and reduced transaction costs are the main factors making such rapid scaling possible nowadays. Even traditional staged approach may be less valid for digital and knowledge-intensive firms.

2.3 Digitalization and Born Global Internationalization

Digital infrastructure and platform based business models are seen largely as key facilitators of early internationalization. Classic Born Global literature discusses SME export behavior, however more recent work highlight that digital platforms and online connectivity empower firms to tap global markets with no conventional physical presence. **[6]**

There is recent evidence that digital companies can quickly diffuse their technology across markets, and this simply supports the Born Global model.

2.4 Research Gap

Despite growing research on Born Global companies, we have only a small number of empirical case studies that concentrate on pure digital platform firms. Critically, there has been little analysis applying ideas of Born Global entrepreneurship to digital platforms that have achieved global success, such as Canva. This gap justifies the current study's focus.

3. RESEARCH METHODOLOGY

This study adopts a qualitative case study research design to examine Canva as a Born Global firm. The case study method is suitable because it permits a more thorough investigation of one particular company in its actual internationalization process and the opportunity to test the Born Global theory in a real business.

The research is mainly based on secondary data sources. Data were collected from Canva official website, newsroom, annual reports, press releases, articles from the internet, which contained interviews of the founders and senior management. Moreover, trustful business news sources, industry reports along with technology and startup-focused media reports were leveraged to collect data on Canva's internationalization processes, strategy and the company business model. News from these sources offers useful data stream on the firm's internationalization and strategic course.

The gathered data was analyzed through thematic analysis where themes of early internationalization, digital platform use, global market orientation and scalability were identified and interpreted based on Born Global theory.

However, there are some limitations to this study. As it relies solely on secondary data, it may be subject to reporting bias and lacks primary insights from direct interviews or surveys. However, although this is the case, it should be noted that use of different reliable sources further increased the overall trustworthiness of this interpretation.

4. COMPANY PROFILE OF CANVA

Canva is a cloud-based graphic design platform founded in 2013 in Australian by Melanie Perkins, Cliff Obrecht and Cameron Adams. With the aim of bringing graphic design to a broader community, quickly and easily, for people with little or no design experience. Canva was a born-global business idea, not one oriented or optimized to the local market.

Users can produce all sorts of visuals – presentations, social media graphics, marketing materials, videos and even documents with pre-designed templates as well as drag-and-drop tools on the platform. Canva is entirely online designing platform relying on cloud computing infrastructure, used by people around the world. It has become one of the fastest growing SaaS companies, too. This digital-first approach has allowed for quick global scale.

Canva follows a freemium business model; it provides the free-of-charge version with limited set of functionality and several subscription plans including Canva Pro, Canva for Teams and Canva for Education. The revenue is generated primarily through the subscription model and enterprise services sales, while the free version helps attract and retain a great international user community. Educational institutions and non-profit organizations are also key user segments, supported through discounted or free access programs.

Canva has come a long way since its early days, crossing borders along the way. Currently, the product has millions of users from more than 190 countries and regions, and is available in more than 100 languages with strong global layout and localization capabilities. Headquartered in Australia, Canva has globally distributed workforce and maintains offices in several international locations. **[7]**

Overall, Canva's background as well as digital business model and immediate global market reach is a strong setting for studying the firm as a Born Global company, making it a suitable case for examining early internationalization in a digital platform context.

Table 1: Key Company Information of Canva

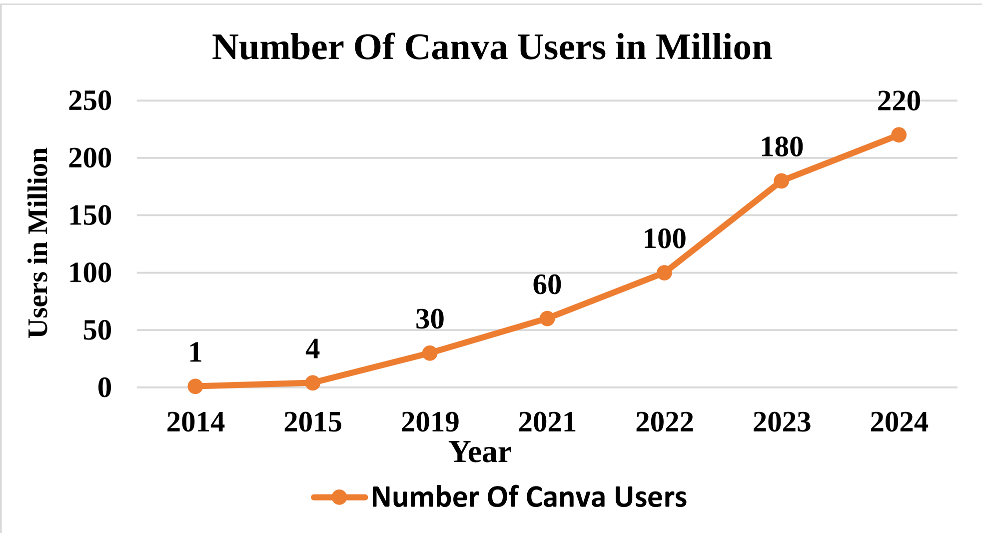
Item	***Information***
Founded	2013
Founders	Melanie Perkins, Cliff Obrecht, Cameron Adams
Headquarters	Sydney, Australia
Business Type	Cloud-based digital design platform
Users	220+ million (latest reported)
Countries Served	190+
Languages Supported	100+
Revenue Model	Freemium & subscription
Key User Segments	Individuals, SMEs, Education, Enterprises

5. CANVA AS A BORN GLOBAL FIRM

Born Global firms are defined by fast, internationalization, instant global orientation from start and knowledge-based digital assets rather than gradual stage-by-stage development. Canva strongly fits this profile.

5.1 Early and Rapid Internationalization

Unlike traditional companies that grow abroad after they have won their home market, Canva went after international users when it was born in 2013. Although from the beginning, the platform was intended for international customers, offering direct access to foreign markets without establishing physical subsidiaries. In just a few years of existence, Canva had already begun to build its user base in various continents-nation markets demonstrating accelerated international market entry consistent with Born Global theory (Oviatt & McDougall, 1994). **[8] Figure: 1**



Source: ***https://famewall.io/statistics/canva-stats/***

Figure 1 illustrates the rapid growth of Canva's global user base from 2014 to 2024. Starting with approximately 1 million users in 2014, Canva experienced steady early growth, reaching around 30 million users by 2019.This increase has been accelerating following 2020, where the number of users has grown from 60 million in 2021 to around 220 million by 2024. The steep climb during this period is indicative of Canva's effective international expansion, which was enabled by its cloud-based platform, freemium business model and high global demand for digital design tools. The absence of a prolonged domestic-only growth phase further supports Canva's classification as a Born Global firm, as the company expanded rapidly across international markets from an early stage of its development.

5.2 Global Market Orientation

A defining feature of Born Global firms is their global mindset. Canva demonstrates a global market focus by being available in over 100 languages and servicing customers from more than 190 countries. Canva did not just focus on adjusting for a domestic audience before going global; it had international usability built into its core platform design, from multilingual interfaces and globally applicable templates to the cloud-based nature of its programs.

Table: 2

Geographic Region	*Number of Supported Languages*
Europe	35
Asia–Pacific	42
Americas	22
Middle East & Africa	18

This early decision to serve the international customer provides support for a proactive internationalization strategy, as opposed to the reactive one, indicated in Born Global literature requiring an international vision at start-up (Knight & Cavusgil, 1996).

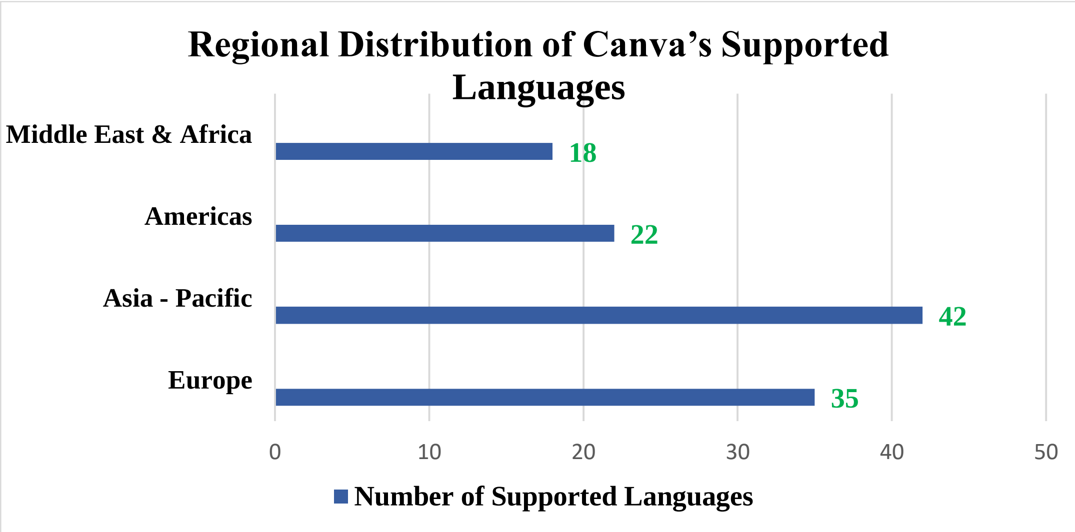


Figure: 2

Table 1 and Figure 2 describe the geographical breakdown of Canva's supported languages. Asia–Pacific commands the greatest number of supported languages (42), with this closely followed by Europe at 35, effecting Canva's strong localization strategy in linguistically diverse and digitally growing markets. The Americas (22) and the Middle East & Africa (18) are also well represented, testimony to a global and not region-specific expansion strategy. This fairly even spread of multilingual content provides a foundation for consideration of Canva as a Born Global firm, who proactively seek global markets. **[9]**

5.3 Digital Platform and Knowledge-Based Resources

The main driving force behind Canva's internationalization is its digital, platform-based business model. Being a cloud-based Software-as-a-Service (SaaS) company, Canva goes way beyond such old problems as logistics, physical distribution and high foreign market entry costs. This supports the Born Global theory highlighting the role of knowledge assets, technology and innovation for early internationalization (Knight & Cavusgil, 1996).

As described below in Table 2, Canva can scale quickly internationally at a marginal cost because of its usage of intangible assets and digital infrastructure. The company has taken its knowledge in design, software development and data driven product improvement to an international scale that cements further the Born Global attributes of the firm.

Table: 3

Dimension	Traditional International Firms	Canva (Born Global Digital Platform)
Speed of internationalization	Gradual, stage-based expansion	Rapid and early internationalization
Reliance on physical assets	High (factories, inventory, offices)	Low (cloud infrastructure, digital assets)
Market entry mode	Exporting, joint ventures, FDI	Direct global online entry
Cost of foreign market entry	High fixed and sunk costs	Low marginal cost per market
Key resources	Tangible assets and capital	Knowledge, technology, and data
Scalability	Limited by physical capacity	Highly scalable across borders
Customer reach	Regionally concentrated	Global from inception

Table 3 compares the international model of Canva with traditional international companies. Unlike the conventional company that grows organically via exports or foreign direct investment, and has a heavy reliance on physical assets, Canva quickly entered global markets through its digital platform. Its SaaS solution package on the cloud brings a low marginal cost of internationalization through direct access with knowledge-based resources including design software capabilities development and big data-driven innovation. This contrast underlines how digital platforms lower the cost of internationalization and can enable early expansion into foreign markets in line with Born Global theory.

5.4 Entrepreneurial and Innovative Orientation

Born Globals are distinctive from other companies by an entrepreneurial orientation, with founders possessing a global and young vision who immediately work towards international opportunities. Canva embodies that thinking in the mindset of its founders, who saw a world where design tools were needed and created the product for global users rather than as an offering for just one country. Innovation has continually been at the center of Canva's growth strategy. The company is constantly improving its platform with product improvements, co-design capabilities and user-led innovation. Such innovations have facilitated the entry of users across the globe by lowering the entry barriers and speeding up international spread, thus improving Canva's competitive advantage. This entrepreneurial and innovation-related orientation is consistent with Born Global theory that also emphasizes proactive strategy and innovation based on knowledge flows as important for early and continued international mobility.

Table 4: Key Entrepreneurial and Innovation Drivers at Canva

Innovation	*Strategic Purpose*	*Global Impact*
Freemium model	Reduce entry barriers	Rapid global adoption
Collaboration tools	Enable teamwork	Cross-border usage
Template ecosystem	Cultural adaptability	Local relevance
Continuous product updates	Maintain competitiveness	Sustained growth

5.5 Canva AI as a Strategic Innovation

Canva AI is a game changing innovation that takes Canva to a completely new level as a Born Global digital company. Unlike addressing AI as an add-on to be used alongside your tools, Canva has integrated AI seamlessly into the heart of its design ecosystem, enabling its users to create, edit and customize content using natural language prompts, multimodal inputs (text, voice and images), and guided experiences. It is this all-in-one nature, which allows complex design tasks to be simplified, and those with a lower amount of associated technical expertise will be happy to learn that such systems are excellent at placing toned-down professional outputs within reach.

The AI-driven mechanisms available in the platform, which include text-to-image generation, prompt-based design generation, AI-assisted writing through Magic Write™ and intelligent template fallback, dramatically reduce skill and knowledge barriers. These features are of particular benefit to the global users in differing linguistic, cultural, and technological environments. Furthermore, bilingual support and mobile compatibility also allow anyone around the world to create designs on the fly, which strengthens Canva's fast-growing international expansion.

From Born Global perspective, Canva AI contributes to the firm's knowledge based advantage by facilitating knowledge transfer and fast penetrating into global market. By consolidating AI capabilities into one Launchpad and maintaining brand authenticity, as well as security and contextual design intelligence that applies to all its products, Canva moves the needle in AI not only as a productivity booster but also as an invisible catalyst for global competition. This resonates closely with Born Global theory, which stresses the importance of innovation, digital capability and global knowledge exploitation as drivers of early international success. **[10]**

Table 5: Canva AI Features and Their Contribution to Global Expansion

Canva AI Feature	*Functional Description*	*Contribution to Born Global Internationalization*
Multimodal input (text, voice, image)	Enables flexible user interaction	Reduces language and skill barriers globally
Text-to-design & prompt-based design	Generates editable designs from prompts	Accelerates adoption by non-designers worldwide
Magic Write™ (AI writing)	AI-generated written content	Supports multilingual communication
AI image generation	Converts text into visuals	Enables cultural and market adaptation
Guided experiences & prompts	Suggests next actions	Improves usability for new global users
Seamless AI workflow	Unified platform integration	Enhances efficiency across borders
Brand Kit & design consistency	Automated brand alignment	Supports global enterprise users
Canva Code	AI-assisted interactive content	Expands functionality beyond design
Canva Shield (AI governance)	Security and privacy controls	Increases trust in international markets

5.6 Summary: Canva's Alignment with Born Global Theory

This section summarizes the above analysis to assess whether Canva conforms to Born Global theory or not. Born Global firms are characterized by early internationalization, developing a global market orientation from the outset, an increased use of knowledge-based and digital resources and entrepreneurial, innovation-led strategies rather than incremental growth.

In general, we are able to validate that Canva aligns with these attributes. Canva internationalized quickly after it was founded, expanding into many international markets without spending a lot of time in its domestic market. This is consistent with Oviatt and McDougall's (1994) position that Born Global firms seek rapid international expansion right from the outset.

Canva also highlights strong global market focus as a second trend. The existence of the product in more than 190 countries, which supports over a 100 languages, suggests that global usability was part of the design from the start and did not just come as an after-thought. This demonstrates the proactive global orientation one encounters in Born Global literature (Knight & Cavusgil 1996).

Third, its digital platform business model has facilitated Canva's expansion and the dependence on knowledge based intangible assets. Being a software-as-a-service (SaaS) business that operates on the cloud, Canva is uninfluenced by classic internationalization constraints such as physical distribution and high foreign market entry costs that is very conducive to rapid and capital-efficient expansion into markets worldwide.

Lastly, Canva's entrepreneurship and innovation-driven approach supports its Born Globalized nature. Continuous work on products and opportunity driven decision-making has allowed it to grow globally in different markets.

Overall, Canva demonstrates clear fit with the Born Global theory in terms of early and rapid internationalization global mindset from start-up origin, digital scalability knowledge-based resources commitment and ongoing entrepreneurial innovation, to emerge as a contemporary exemplar Born Global firm in the digital economy.

6. INTERNATIONALIZATION STRATEGIES OF CANVA

Canva's fast and continued expansion worldwide does not just derive from its Born Global approach, but also from well-thought-out internationalization steps that help it reach, engage and keep users in different markets. Unlike typical companies for which going worldwide means physical presence or slowly entering the market, Canva is employing digitally based models to enable localization, global marketing effect, as well as strategic partnerships and network effects that back international growth.

6.1 Localization Strategy

Localization has been a key focus of Canva's internationalization effort. The platform is offering 100+ languages and has users across 190+ countries around the world, serving as a bridge between people speaking different language, as well as being convenient for those used to different cultural context. Canva does not provide a one-size-fits-all sort-of experience, where it believe its global product will serve everyone. It tailored part of the UI for different languages and script orientation but beyond that also made changes about how designs should look like.

For instance, local adaptation templates are created based on local festivals, education systems, business etiquettes, and social media conventions. This level of localization increases user experience and adoption in non-English markets while minimizing language and cultural barriers. This strategy is proactive and international in orientation and brings the Born Global perspective that early signs of success abroad are based on a country's sensitivity to diverse foreign markets rather than being patterned after a single home-market model.

6.2 Global Marketing and User Acquisition Strategy

As a digital-first product and company, Canva has always focused in building its global marketing strategy on accessibility, simplicity, and community. Social channels, content marketing and UGC is a major way of promoting Canva's brand in key markets around the world. Rather than traditional media, Canva enjoys organic growth through word of mouth, online and social sharing of designs that were made using the platform.

Canva has strategically addressed important segments of users as students, teachers, small business owners, and entrepreneurs with tailored products like Canva for Education and Canva for Teams. **[11]** These initiatives serve to integrate the platform into users' daily work, facilitating long-term user dependence and increased adoption by international users. This approach is consistent with the born global theory of firms achieving early and high levels of internationalization through digital channels instead gradual penetration.

6.3 Network Effects and Platform Ecosystem

In general, network effects are accepted as the primary reason for platform success. Another key internationalization method that Canva has taken is establishing strong network effects within the platform ecosystem. **[12]** Canva brings people together including individuals, professionals, schools, organizations and corporate companies. Canva becomes more valuable as their user base grows Canva's value increases with shared templates, collaborative design functionality and community generated work.

This ecosystem-led growth facilitates cross-border transfer since designs developed in one market could be modified and applied in others. The existence of a worldwide template marketplace and contributors community further enhances Canva's scaling potential and global presence. These network effects decrease the cost of acquiring customers and strengthen Canva's moat in international markets.

6.4 Strategic Partnerships and Institutional Engagement

Canva's international growth has also been two-pronged with key partnerships with educational bodies, non-profit organizations and enterprises across the planet. Relationships with schools and universities opened the door to early student user adoption, while partnerships with larger organizations gave Canva credibility in professional and enterprise markets. **[13]**

By penetrating institutions, the company is able to get Canva used in a stable and recurrent manner in countries across nations without having an asset intensive physical infrastructure. These alliances enable fast international spread, and they highlight how Born Globals can use external networks to speed up the process of going global.

Table 6: Canva's Internationalization Strategies

Strategy Dimension	*Key Actions*	*Contribution to Internationalization*
Localization	100+ languages, region-specific templates	Reduces cultural barriers and boosts adoption
Global Marketing	Digital-first, user-generated content	Enables rapid global user acquisition
Network Effects	Collaborative platform, template ecosystem	Enhances cross-border scalability
Partnerships	Education, nonprofits, enterprises	Accelerates institutional adoption

7. KEY SUCCESS FACTORS OF CANVA

Several closely related success factors reflect how Canva was rapidly expanding internationally and still remained competitive in an increasingly global market. These include financial performance, platform scalability brand strength, and ongoing innovation demonstrating how Canva can be positioned as a successful Born Global firm.

7.1 Strong Results and Revenue Growth

Among the things that make Canva successful is its more than healthy revenue trajectory. Even with a freemium model, Canva has been successful in converting many of its users around the world into paying customers. In 2023, annual revenues of Canva stand at about USD 2 billion, doubling its revenue from USD 1 billion in 2021. This performance indicates the company can monetize its platform and still be accessible to users around the world.

The consistent revenue growth not only indicates an increase in users, but also the success of Canva's subscription pricing model, enterprise offerings, and premium value-added features. From an international business standpoint, good revenues support the commercial sustainability of Canva's early and aggressive internationalization strategy.

Figure 3 below illustrates Canva's revenue escalated quickly from only USD 23.5 million in 2017 to approximately USD 3.2 billion by mid-2025 – demonstrating strong global scalability. The steeper growth after 2020 indicates growing international penetration and successful monetization of premium and enterprise offerings. This ongoing expansion justifies Canva's identification as a Born Global organization propelled by a digital-enabled platform business model. **[14]**

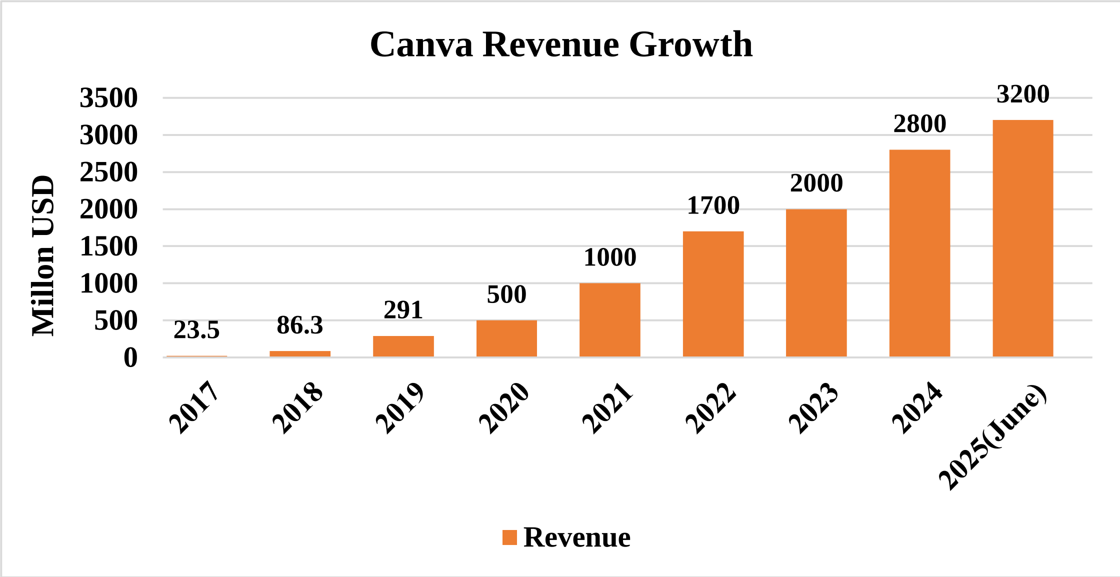


Figure: 3

7.2 Scalable Digital Platform & Freemium Business Model

Canva's online digital platform in the cloud allows it to scale across the world at very low marginal cost. Freemium accessibility to core design features is driving rapid adoption around the world and across income levels. Users once on boarded become part of the platform with clear options to premium, team and enterprise plans. **[15]**

This model enables network effects in which as the system grows, with increasing numbers of users contributing their creations, using templates and collaborating on designs adds value to the platform. It's this scale which is part of what underpins Canva's global success and resonates well with Born Global theory, another one being technology based growth and access to the globe right from get go.

7.3 Brand Creator, Creative and Design Ecosystem

Canva also manages so successful international expansion because of its strong branding and creative marketing. Canva has not only characterized itself as a design tool, but as a platform for anyone to design. With engaging video-led marketing, tutorial content and graphically beautiful advertising, Canva successfully conveys simplicity, creativity and inclusiveness.

Canva also provides a vast ecosystem of creative content including millions of templates, photos, fonts, layouts and visual elements. This great diversity ensures that even people across various cultures and occupations can contribute local content within their context. The interplay between strong brand identity and creative freedom drives user engagement, brand loyalty, and underpins Canva's global success.

7.4 Continuous Innovation and AI-Powered Features

The continuous innovation by Canva takes it to a new level. Adding AI-based tools, collaborative designing and real time editing creates a user experience that lowers the skills barrier. Users with no professional design experience can create high quality content with these tools, making Canva appealing to global markets. **[16]**

Through constantly evolving its platform and adding new functionalities, Canva keeps pace with a hot digital design market. By constantly innovating, its user base has long-term retention and guaranteed international growth.

7.5 Alignment with Born Global Success Factors

Canva, with its revenue growth, scalable digital platform, good branding and the high lead-time in innovation consistently followed explains as a successful Born Global firm. The enterprise has its own technological power, market-oriented strategies and global awareness of customer demand, gaining the ability to participate in international competition and showing strong commercial results at beginning phase.

8. CHALLENGES AND RISKS

Even though Canva has its rapid global growth, there are some risks and difficulties, which can have an influence on their long-run international success. First, the market for global design software is increasingly competitive with established incumbents like adobe and fast growth AI-powered design tools coming to market. How to maintain differentiation on easy use and low cost, while still innovating constantly, is a strategic challenge.

Second, Canva increasingly depends on artificial intelligence (AI) that raises issues of contention as pertain to data privacy, IP rights and ethical use of UGC. These considerations are even more challenging in international markets with widely varied regulatory environments among countries. Adherence with multiple data protection legislations could drive up costs and reduce flexibility. **[17]**

Lastly, Canva is a freemium business and the company faces revenue risks if user growth does not convert into enough paying subscribers to be sustainable in certain price sensitive markets. Balancing the tightrope between free access and revenue generation is necessary if companies are going to be able to continue squeezing out profits across the world. **[18]**

9. THEORETICAL AND MANAGERIAL IMPLICATIONS

Theoretically, Canva offers robust empirical evidence for Born Global theory, illustrating how digital platform firms can quickly internationalize without using the well-worn path of slow incremental expansion. The case draws attention to the significance of digital infrastructure, localization and network effects as primary drivers of early and enduring global presence. In addition, it contributes to the Born Global literature by showing how platform ecosystems and AI-driven innovation further scale in international markets.

It also carries useful lessons for firms seeking international growth. And managers need to focus on user-centered design, local content, and community building in order to speed international adoption. Furthermore, partner alliances with education and institutional actors can support companies in embedding their platform into local ecosystems. Meanwhile, managers must take measures to guard against legal and ethical risks for their international expansion.

10. CONCLUSION

This article analyzed Canva as a Born Global firm using its internationalization journey, digital platform strategies and global revenue expansion. The findings show that Canva's very fast internationalization was not a coincidence but an expression of the company's global orientation that it charted from early on in its history. Through its cloud-based SaaS model, excellent localization capabilities and digitally enabled user acquisition strategies, Canva was able to circumvent many of the historical barriers to scaling internationally.

The results indicate that Canva's expansion is facilitated by network effects, partnerships and ongoing innovation, enabling it to scale effectively across categories while offering a consistent value proposition. Its revenue trajectory also exemplifies how digital platforms can translate widespread global use into a robust commercial engine. At the same time, the case underscores new competitive, regulatory and monetization pressures that could drive Canva's future strategic thinking.

Overall, the study reconfirms Born Global theory applicability in digital economy and provides further knowledge on how platform-based firms attain early and continual internationalization. Canva stands as a great case for how entrepreneurial vision, digital infrastructure and global market seeking orientation can facilitate rapid global success, with lessons to international business and digital entrepreneurship scholars and practitioners.

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