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Canva's restructuring memo reads like a future PM job description. Also: Salesforce's build-vs-buy math, Boom's proof-of-PMF problem, and practical tactics on roadmap influence, paid development and loss feedback.

Canva's restructuring as a PM job description

Canva CEO Melanie Perkins told staff that roughly 22% of the workforce would be affected. She cited growth slowing "for the first time in a decade" and said Canva needs to "refound" itself around small, empowered teams [1]. The changes: - Product, growth and platform merge into one product org. - Narrow sub-specialties fold into broader roles, and management layers collapse. - Sydney becomes the main home for more product teams [1].

Mind the Product's read is that many current layoffs come from slower growth, not AI alone. Companies are reorganizing around fewer bets [1]. It cites US tech product headcount down 28% from the 2022 peak. Managers are down 31%, VPs 38% and senior ICs 21%, while product openings are up 75% from the late-2022 low [1]. Its conclusion: the PM may soon own an outcome "from first idea to the numbers on the dashboard." The coordination work in between (status updates, first-draft specs, meeting recaps) is what AI handles well, so judgment is what's left [1]. Two exercises it suggests: - Write the one outcome you want to own in a sentence or two [1]. - Prompt Claude or ChatGPT to do your product's core job. If the result is 80% as good, rethink your moat [1].

It also notes that AI features add running costs, which makes what's included, metered or charged a product decision [1].

Salesforce on build vs. buy

On a16z, Salesforce's M&A lead said acquisition ideas start from customer feedback on product gaps [2]. Each deal is judged on three things: - strategic fit and the customer success it can drive - whether it speeds up the business, fits the tech stack and fits the culture - value against valuation, which she called the hardest part right now [2]

Build vs. buy comes down to whether product teams have, or can hire, the people for their three-year roadmap. That gets compared with the 6–9 months a typical acquisition takes to integrate [2].

Salesforce says it is moving toward outcome-based pricing, such as paying per resolution instead of per seat [2]. When it piloted Fin, the AI support agent it acquired, on its own help site, it was running in 14 days. It now handles over 40% of traffic and resolves 65% without a human [2]. For founders, she warned that ARR "masks attrition." High attrition often points to product-quality problems and is a red flag in diligence [2].

Boom: proving product-market fit without shipping

On YC's channel, Blake Scholl argued that software proves product-market fit by launching and growing. You can't test demand for supersonic flight that way, so hard tech needs more money before it reaches a proof point [3]. After the Rolls-Royce engine deal fell apart, Brian Chesky's crisis advice gave him the confidence to build the engine in-house: become more of what you were meant to be, rather than compromise [3]. That engine work then pointed to a first-revenue product. Turbines are a bottleneck for AI power, so Boom spent two months confirming the market and the technical plan before going all in [3]. With the fan removed, the engine produces 42 MW, a size that suits modular data-center deployment [3].

Practitioner tactics

- **PMM roadmap influence.** Experience varies a lot by company. Some PMMs can only relay customer and competitor input [4]. Others have moved features up the roadmap when deals stalled or renewals were at risk [5]. Quantifying lost revenue from churn, stalled deals and competitive losses helps get action [6]. One commenter's advice is to learn how ideas actually become PRDs [7].
- **Customer-funded development.** Treat payment as one input, not a priority override. Write a one-page exception brief covering strategy fit, full funding including maintenance, the roadmap work that will slip, and a

kill date. “One large cheque shouldn’t quietly create a permanent second product” [8].

- **Loss feedback.** Ask for a ten-minute debrief during the evaluation, before the decision. After a loss, the request looks like another sales attempt. Also ask new customers what almost sent them elsewhere [9].
- **Cryptic bug reports.** Log device, session and user metadata in the background. Use complaints you do understand to build a profile, then find affected users who never complained. One PM turned 28 complaints into evidence that a bug affected every iPhone user on AT&T [10].

Also

- Paul Graham told a startup to sell to its YC batchmates, as a real test of the product and the best input to how it evolves. It has now crossed 10% of the batch [11].
- Ryan Hoover, at Product Hunt’s 13th anniversary, says 3x as many makers launch there as a year ago and about 25% of unicorn founders are on the site [12].

Sources

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