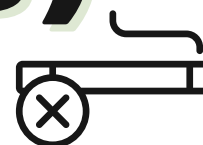


Marketing Strategy and Innovation Course

Lecture Year 2022/2023

Smoke(less)



It's never too early to quit.

GROUP 7

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INTRODUCTION

During this semester, in the context of the Marketing Strategy and Innovation course, we were asked to develop an innovative business idea in one of the following areas - health, education, and real estate. Embracing the challenge, our group brainstormed together and decided to embrace the innovation process and create Smoke(less), related to the health area.

After some investigation, we discovered that in Portugal, there are an estimated 1.5 million smokers, of which around 1.2 million are daily smokers. According to The Portugal News anyone who smokes a pack of cigarettes per day will spend around €1,825 in a year, equivalent to 18% of the annual average net income.

So, what if each smoker could have an app that would show them how much money they have spent already by being smokers, how much they will spend in the future, and how much they will lose from not saving and investing all this money?

Throughout this report, we are going to explain our idea in more detail and refer to our innovative and strategic process. Smoke(less) is here to help smokers quit their habit and save money!

DESCRIPTION OF SMOKE(LESS)

Smoke(less) is an App thought for people who want to quit smoking. The underlying evolutionary innovation of this App is its money feature - we are challenging our customers to exchange the habit of smoking for the habit of saving and investing.

The habit of smoking will be quantified by a modern detection system and, based on that, the money spent - in the past, in the present and in the future - will be calculated. However, how does this really work? How will we actually count cigarettes?

Our customers will be presented with the following two options - they can either buy a bracelet produced in-house that, based on movement, heartbeat, and level of oxygen, will detect when the user is smoking, or they can use their own smartwatch, which will do exactly the same.

Customers will pay a monthly subscription fee in order to engage with the app's plans, and they will be offered discounted fees if they decide to subscribe for longer periods of time (like 3 or 6 months).

DESIGN THINKING & INNOVATION

Hierarchy

Having bright colours and a minimalistic look on our app tries to transmit tranquillity and calmness. Having the information in a logical and natural order will emphasize our main goal of design and give the feeling of control to the user along the way.

Honesty

It is important that we show our clients the health impact that smoking can have in their lives but also, how much money they've spent on smoking packages.

Personalization

Give personalized information about their journey on quit smoking and how they can use the money they used to spend on cigarettes in a more beneficial and positive way. The money you pay for the subscription goes to helping others. Mainly, cancer treatment.

Connected

While doing your journey, why not do it with someone else as well? The possibility to share your achievements and stories can be a motivation to go further!

Inverted Pyramid

This principle will play a crucial role for the user because it will have always its progress showing to work as a reminder and how much they have saved up to date since using the app. Going down on the app we will have more detailed information regarding their average spending and comparison data with previous months.

Useful

The app has the greater ambition to lead people to a smoke(less) life while at the same time giving the opportunity to do more than help the user quit: investing. How? by giving tips on what/how you can use the money you saved from buying packs of cigarettes.

BEHAVIOURAL INSIGHTS FOR MARKETING

Understanding customer behavior, specifically in decision-making situations, is a fundamental exercise to making successful decisions regarding our business.

Humans have two distinct systems - the automatic and the reflexive. The automatic system makes decisions in an effortless, impulsive, and rapid way, whereas the reflexive system makes decisions in an effortful, slow and cautious way. The automatic system tends to overload the reflexive when humans are making choices, and this is what leads to the concept of cognitive bias.

Cognitive biases are an attempt to simplify information in order to make it easier for the brain to make sense of it. Often they work as a rule of thumb to reach a decision at a relatively fast pace. After a detailed analysis of the competing brands and our own service, we identified the following set of cognitive biases that we consider could influence our customers' behavior.

1. Habit

A routine or behavior that is repeated and tends to occur subconsciously. According to science, it takes 66 days to form or change a new habit (and not 21 days like the old myth). Firstly, we are considering the Habit bias. Most smokers are so used to smoking, they do it most of the time without even thinking, or subconsciously, and lose track of the quantity they smoke. We are accounting for this behavior in the service we are providing by creating awareness and by quantifying the habit.

2. Pessimism Bias

Paying more attention to and giving more weight to negative rather than positive experiences or other kinds of information. Most smokers have already had a bad experience or know someone who did when trying to quit smoking. This might lead them into thinking that it is an impossible achievement. Having social proof from people who have done it, or even specialists (like doctors) talking about the process will help mitigate this behavior.

3. Optimism Bias

A cognitive bias that causes people to believe that they are at a lesser risk of experiencing a negative event compared to others. People overestimate the likelihood of positive events when it comes to predicting what will happen to them in the future. Smokers frequently feel they are less likely to contract a serious disease, like lung cancer than other smokers, which might bias the decision of a smoker to engage with a service to help him quit smoking.

4. Ostrich Effect

A cognitive bias that causes people to avoid information that they perceive as potentially unpleasant. This cognitive bias can cause an individual to avoid looking at their bills, based on the fear of seeing how much they have in debt. We identify this as a potential bias when deciding whether to commit to the service we provide, based on the fear of knowing the financial impact smoking has already caused in their lives.

5. Sunk cost fallacy

The tendency of people to irrationally follow through on an activity that is not meeting their expectations because of the time and money they have already spent on it. We are considering this cognitive bias as good bias since customers might want to quit using our service because they feel smoking is more beneficial for them than quitting, but because they made the subscription commitment, paid for it, and have already invested some energy on the process, they will hesitate and commit to it.

6. Myopic behavior

People demonstrate myopic behavior when they care only about the short-term results and have no consideration of how a specific action may affect them in the future. People tend to care more about short-term results and satisfaction, rather than thinking long-term. We are considering this cognitive bias when showing customers their cumulative spending on tobacco, both in the past and future, and the opportunity cost, they incurred by spending that money instead of saving and investing.

BUSINESS MODEL INNOVATION

We discussed a lot how we would make the money, as our ideas started as a way to help people stop smoking. And thinking on how it would cost to the user to have our platform we end up with this 3 business models:

FREEMIUM

The company offers a free basic version of their product with the intention of convincing customers to upgrade to the premium version. This strategy is used to attract the greatest number of customers and the revenue generated from the smaller group of premium customers is used to support the cost of the free offering.

SUBSCRIPTION

Customers pay a recurring fee, typically monthly or annually, to access a product or service. This arrangement benefits both the customer, who generally sees lower costs and consistent access to the service, and the company, which receives a stable income stream.

REWARD

What do you need to do to earn the Reward? To earn a Reward, you must sign up to the app using the link or code provided by the Partner, successfully complete and pass the onboarding process. The reward can be 50% free subscription or 50% premium version.

PROTOTYPING INNOVATIONS

To better illustrate our idea, our team created a storytelling canvas to present it: A smoker who wants to quit smoking to improve her health while seeing the large amounts of money she spends on tobacco. Our future user then finds our app and sees it as the option she was looking for. The smoke(less) app makes our client aware of the amount of cigarettes, the money spent and the opportunity lost, and gives her the strength and will to quit smoking.



Figure 1 - Storytelling Smoke(less)

BUSINESS MODEL CANVAS

The Business Model Canvas is based on nine different parameters that can be categorized in three different business areas: **Feasibility**, which is focused on the key partners, key activities and key resources; **Desirability**, which helps to work our value proposition, customer relationships, customer insights and the channels we are focusing on; and **Viability**, gives an insight regarding our cost structure and how we will profit, which is the Revenue Streams.

This model is a key source for companies to understand how they are going to deliver value and profit with their product/service. In the image below, it is possible to see how SMOKE(LESS) has structured it's Business Model Canvas:

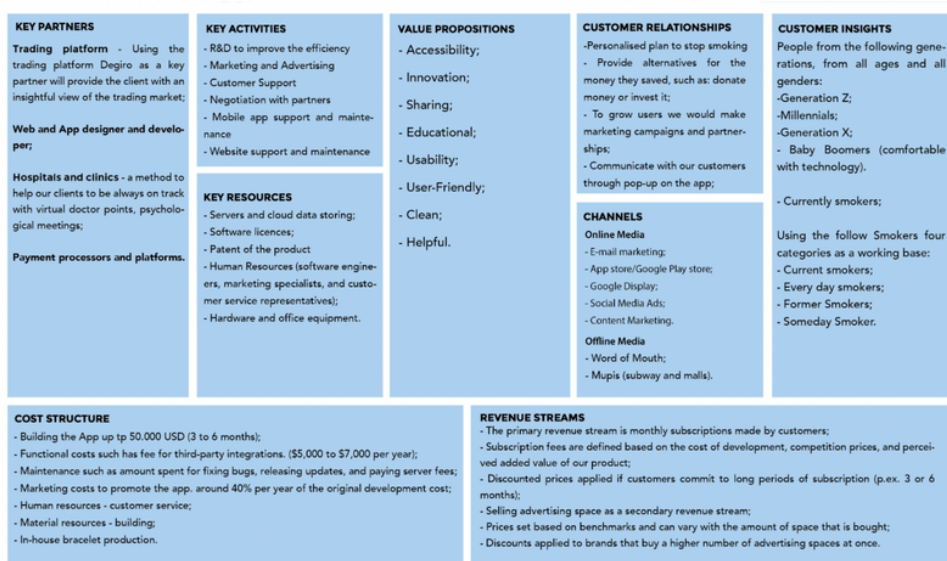


Figure 2 -Business Model Canvas

FEASIBILITY

Key Partners

Who are our partners that will make our idea move on? We have identified two major Key partners that we believe will provide us with the essential information. Those Key partners are:

Trading platform – As this is our focus, we will be using the trading platform Degiro as a key partner will provide us with an insightful view of the trading market and help our customers by providing this platform on the app.

Hospitals and clinics - Using this partner as a way to help our clients to be always on track with virtual doctor points, and psychological meetings. This Key partner will be the “hard rock” of SMOKE(LESS) since the process of quitting smoking can be hard for some people. Having a specific landing page for the hospital’s website. This agreement could be done with public and private hospitals as a way to give everyone access to the best tools.

Key Activities

As for our key activities, we are focusing on R&D, as a way to improve the efficiency of our service as well as marketing and advertisement investments which are focused on e-mail newsletters, social media campaigns, google ads and online advertising. We know how important is to have a good relationship with our clients as well as to have them comfortable and happy while using our app. For this, we will be focusing on developing, supporting, and maintaining our website and app to give the best UX for our clients. We also determine as a key activity to do the negotiation with the previous key partners defined, since they will be the foundation of our project.

Key Resources

Focusing now on our Key Resources, having into consideration the previous parameters, we found crucial to run our business the following points:

- Servers and cloud data storing – Having information saved to then show our clients their performance over time on a short, medium, and long-term commitment;
- Software licenses;
- Patent of the product;
- Human Resources (software engineers, marketing specialists, and customer service representatives);
- Money from the inventors and online crowdfunding campaigns;
- Hardware and office equipment.

DESIRABILITY

Customer Relationship

On the parameter Customer relationship, we intend to provide a personalised plan to stop smoking with goals that fit their personality and lifestyle; Provide alternatives to the money they save by donating the money to a cause or use our key partner Degiro to generate income. We pretend as well to Communicate with our customers through pop-up notifications to keep them engaged with their progress.

Channels

To understand better our chosen channels to communicate, we have divided in two different categories:

- Online Media;
- Offline Media.

The first and main category in that we will be investing more resources would be **online media**. This decision is due to the fact of the huge impact that blogs, newsletters, and social media platforms have had over the years. It is where our target spends the most time of his day.

To be able to do this we decided to focus on our subscription plan, which can be unique from client to client; our website blog, where we will be focusing some news regarding smoking and the market; we found it important to have email marketing to keep our clients updated regarding the market, the app and tips about a healthy lifestyle. We would have pages in the main social media networks, the idea would be a creative approach to engage with our target audience, to pass the message and explain how it works.

The goal is to raise awareness about Smoke(less). Social media networks are particularly important because we can measure their impact and have better cost-efficiency.

As the last channel, we have **offline media**. Our main ideas focused on:

- **Word of Mouth** – Even though this is a hard channel to measure, it is the most reliable among our target. Clients that we already have talking with possible new ones is the best way to show that our product works and the costs are almost none to use this channel.
- **Mupis**– even though Having a traditional media is not as impactful as the online media, it still has its impact placed in correct places such as on the most busy stations as well in shopping malls near health stores like pharmacies or inside a supermarket next to health products, for example.

Customer Insights

Customer insights are the fusion between customer analytics and market research that was previously done. When this information is all combined, it can give us useful data about what customers do or follow daily and gives us the opportunity to not only understand market patterns but also how we should act. As stated before, our target is for smokers of both genders from Generation Z, Millennials, Generation X and Baby Boomers which have the will to quit smoking and the interest in the stock market and trading as well. This last group is shorter and more specific because there is a large portion of it that don't get along with technology. According to the National Center for Health Statistics, smokers are divided into four categories:

- **Current smokers:** An adult who has smoked 100 cigarettes in his or her lifetime and who currently smokes.

- **Everyday smokers:** An adult who has smoked 100 cigarettes in his or her lifetime and who now smokes every day.
- **Former Smokers:** An adult who has smoked 100 cigarettes in his or her lifetime and who has quit smoking at the time the study was made.
- **Someday/social Smoke:** An adult who has smoked 100 cigarettes in his or her lifetime, who smokes now, but does not smoke every day. Previously called an “occasional smoker”.

Despite having categorised the different types of smokers, we know for a fact that not all of these categories are pertinent for us and with that we would be more focused on current smokers, everyday smokers and someday/social smokers.

VIABILITY

Revenue Streams

As for our revenue streams, the primary revenue stream is the monthly subscriptions made by customers. These subscription fees are defined based on the cost of development, competition prices, and perceived added value of our product. Smoke(less) will also be selling advertising space, considered as the secondary revenue stream.

To be easier and simpler to define, the prices will be set based on benchmarks and will vary with the amount of space that is bought. Quantity discounts will be applied for brands that buy a higher number of advertising spaces at once.

Cost Structure

To define our cost and expenses, we must take in consideration the fact that the actual economic state of the world can be considered as one of our major challenges. When it comes to our expenses, we have outlined the following ones:

- Building the App 40.000 to 150.000 USD (3 to 6 month);
- Functional costs like the fee for third-party integrations. (\$5,000 to \$720,000 per year);
- Maintenance costs like the amount spent for fixing bugs, releasing updates, and paying server fees. These maintenance costs are around 20% of app development costs per year;
- Marketing costs - They cost around 40% per year of the original development cost;
- Human resources - customer service;
- Material resources - office material; office space;
- In-house bracelet production - research and development.

GAME CHANGERS

The smoke(less) team's purpose relies on two crucial factors. The health of our future customers and the money spent by tobacco users, as we described before.

For this reason, we chose to address both issues. Our entrepreneurs not only strive to improve the quality of people's lives but also care about investing the money people will not be spending on cigarettes and turning it into an additional income that will improve their finances.

Therefore, our target audience is all people who currently smoke, are starting smoking, or smoke socially and do not want to spend their money on a harmful habit but, to improve their health.

We have developed several business models to continue to reach out to our customers and help them through this challenging process.

In the first scenario, customers pay different subscription rates depending on their goals. The customer pays a higher subscription if they want to participate in an intensive program designed for people who are looking to make a more dramatic change. Lower subscription fees are offered for people who want to take it slower.

In the second method, the client does not have to pay any amount of money upfront, however, the app keeps a fixed percentage of the investment returns earned by investing the money saved in smoking cessation. Both the percentage and the frequency are set by the app at the beginning.

The last model, on the other hand, consists of a method in which clients do not have to pay a monetary amount upfront, but instead commit to a plan in which they are allowed to smoke a limited number of cigarettes.

If they exceed this amount, the app deducts a monetary amount from their account as a penalty. Cigarettes are counted using a monitoring bracelet that can be purchased when the app is installed. It works based on detecting movement, heartbeat and oxygen levels. If you have a smartwatch, you can also install the app on it instead of buying the bracelet.

IWe offer them a digital immersive experience in which they have incentives to quit, like the money they could be saving and investing, punishment when the user smokes more than he committed to do and a reward when he finally gets to smoke less or quit. A win-win solution for our customers and us, we make them healthier and wealthier.



Figure 3 -Game Changers

VALUE PROPOSITION CANVAS

To analyze the Value Proposition of our idea we mainly concentrated on 3 critical aspects: **Gains, Pains** and **Customer Jobs**.

In the first section, Gains here can spot two principal ideas, we find that the App can help consumers to quit smoking, which is favorable for their health and helps the consumer realize how much money they would be spending on tobacco and in turn, helps that money be invested in something that is beneficial to the user.

Secondly, we have Pains, where the main point is consumers can lie to the application and continue smoking. Which can bring the consumer a fallacious result.

Finally, Customer Jobs are tasks that all users must do to ensure the correct operation of the application. Basically, users must use the app in such a way that progress is realistic and beneficial for each user.

There are as well three different sections in this relate: **Products & Services, Gain Creators and Pain Relievers.**

The first, **Products & Services**, is related to the main results that Smoking(less) is an app for people who want to quit smoking. The application helps users change the habit of smoking into the habit of saving and investing. Smoking behavior will be quantified by a modern detection system and based on that; the money spent will be calculated.

The second aspect is **Gain Creators**, showing customers how much they have saved to date since using the App, will remind them of their work and progress. Our service aims to alert and make the consumer aware of how much tobacco they smoke and therefore how much money they spend on it, and to help users invest the money saved.

The last and third section is **Pain Relievers**, we have personalized information about your smoke-free journey shared with other people who are going through the same situation so that there is mutual help. Users become more motivated.

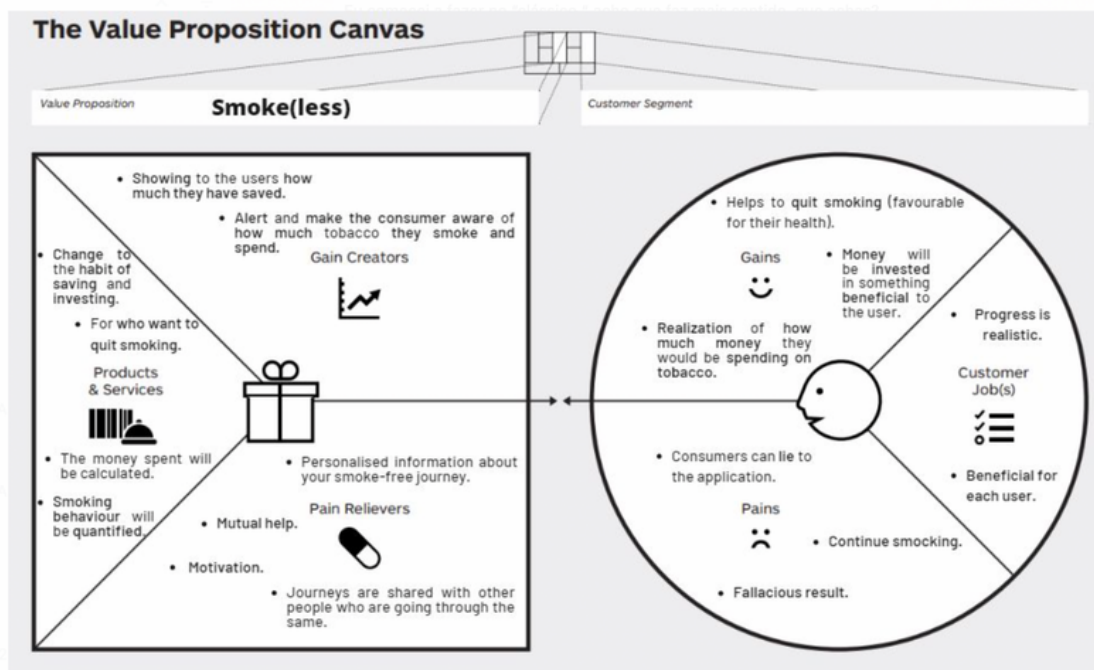


Figure 4 -Value Proposition

CONSUMER TRENDS RADAR / CANVAS

The Consumer Trend Radar has the following four focus areas - Product/Service, Vision, Business Model and Marketing/Campaigns - and uses a priority time in relation to the brand - now, next and beyond. "Now" means that the underlying action of that trend is a current priority, "Next" means the underlying action of the trend must be planned now, but is only to be executed between the next 6 to 24 months, and "Beyond" means that the underlying action of the trend is only to be executed in the future and there is no need to plan it now or in the near future.

Moreover, the Consumer Trend Radar has three distinct intensity levels of trend application - the first is "Light", which means that innovations are to be implemented quickly and with a low level of resources, the second is "Intense", which means the commitment to the innovation is higher, specifically regarding time, people and money resources, and the third is "Total", which states that commitment should be deep and implementation should be well planned and prepared since its implementation will lead to changes in business vision, values and approach.

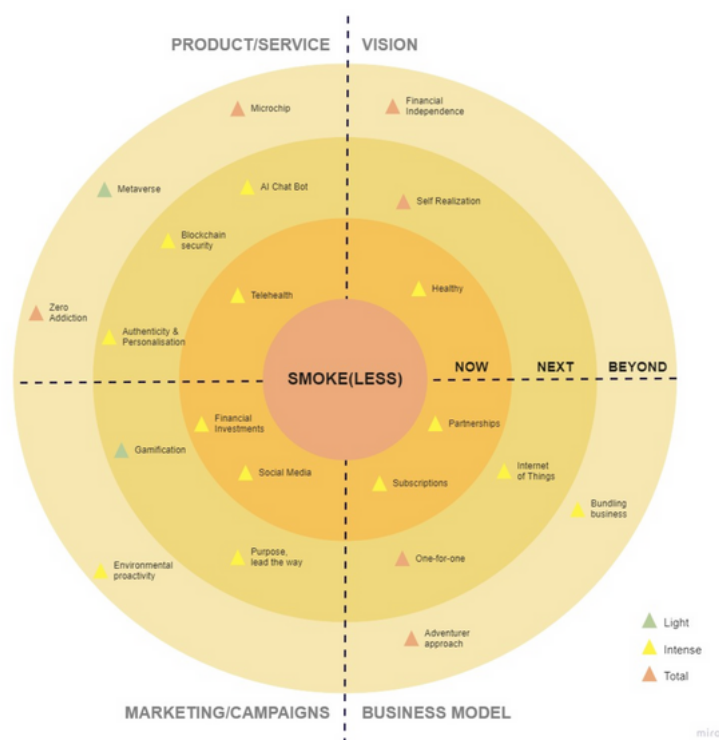


Figure 5 -The costumer Trend Radar

From the trends we mapped in our Consumer Trend Radar, the following are the ones we identified as the most relevant:

Product/Service

- **Zero Addictions:** We chose this trend as a long-term implementation in our business because we believe that treating tobacco addiction is only the start of our work. Treating other types of addictions will create a zero-addiction world.
- **Metaverse:** We think it will be motivating and increase engagement with the process if we give our customers the possibility to find people from other countries around the world who are also committed to the process of quitting smoking and share with them their experience, as well as investment strategies and results.
- **AI Chat Bot:** We believe the implementation of this trend in our business will enhance its role as a supporter. More than a bot, this would be a real friend who will help our customers to control their anxiety, answer their questions and help them in the most difficult moments of their quitting journey.

Vision

- **Self-Realization:** We chose this trend because we see it as an end goal for our work. Getting through the challenge we are proposing to our customers will give them exactly this, self-realization, as well as freedom and self-confidence to pursue their other goals.
- **Financial Independence:** By motivating our customers to not only save but to invest the money they are saving from not smoking, we are providing them with the opportunity to achieve the financial independence they might not even know they wanted. Who knows, in the distant future, our customers we will save so much they will be able to quit their nine-to-five jobs.

Business Model

- **One-for-one:** For each subscription, we'll donate a % to lung cancer institutions.
- **Bundling business:** Since we are planning to end other addictions in the future, customers will be able to buy a pack of subscriptions for different apps and will have a discount.

Marketing /Campaigns

- **Purpose:** Having a purpose that is perceived as good by the majority of the population is a trend we choose to follow since it ultimately will guarantee customer acquisition. Our purpose relies on making our customers' life healthier and turning their wallets wealthier.

STRATEGY RELEVANCE / E² DESIGN

Purpose

Our purpose is to help people to be more conscious about finance and health when we are talking about smoking. To understand how the tobacco industry can be damaging to their health, how much money they spend on it, and most importantly what they can do if they stop.

Pride

By using our app the customers will be proud of themselves. For saving money that they would spend on cigarettes and at the same time taking care of their health, as they stop smoking. And they can keep track of the achievements they are doing on our app every day.

Partnership

One of our biggest partnerships would be the places our customers can take their money saved. Either the investing companies that will prepare a plan to share with the customers with ideas to invest the money or NGOs where they can donate the money.

We will have one investing company for investment and when the customer chooses the investing option the company will receive the information, the profile, and the goals in order to be in touch with the customer to build the investment plan for that money.

On the NGOs part we will have some registered with us, mostly to help lung cancer.

Besides that, we have partners that will help finance the app like the agencies that sell marketing placements on our app and the payments platforms that our users will use to add the money to their accounts.

Protection

The biggest protection will be the GDPR(General Data Protection Regulation), that is a European regulation about privacy and data protection.

All their information, progress and data will be safe and no one will know even if they failed the goals or compare how much they save, as it is an individual challenge not a competition.

We believe it is very important for each of our customers to know that all their information is safe as the comparison to others can create frustration.

Personalization

Each of our customers will have their app totally personalised. As each of them have their own goal on their way they will stop smoking and the plan will be different for each of them depending on how much they smoke, how much they spend and all variants.

The same thing for money destiny, as they can choose on investing or donating. If they choose to invest, our partner investing company will be in touch with them to make an investing plan for the money based on their profile. And if they choose to donate they can also choose where to send it.

BLUE OCEAN STRATEGY

Having a solid Blue Ocean Strategy is what allows a company to differentiate from competitors and open up to new and uncontested market spaces.

The tool we used to represent our Blue Ocean Strategy was the Strategy Canvas, where we depicted our company's value curve, which represents its relative performance across each industry's factors of competition we have identified.

This graph depicts the current state of the known market, where competition exists and what are their strategies, allowing us to identify where should we reallocate our focus, in order to move away from the existing red ocean reality and to look into the blue ocean of possibilities.

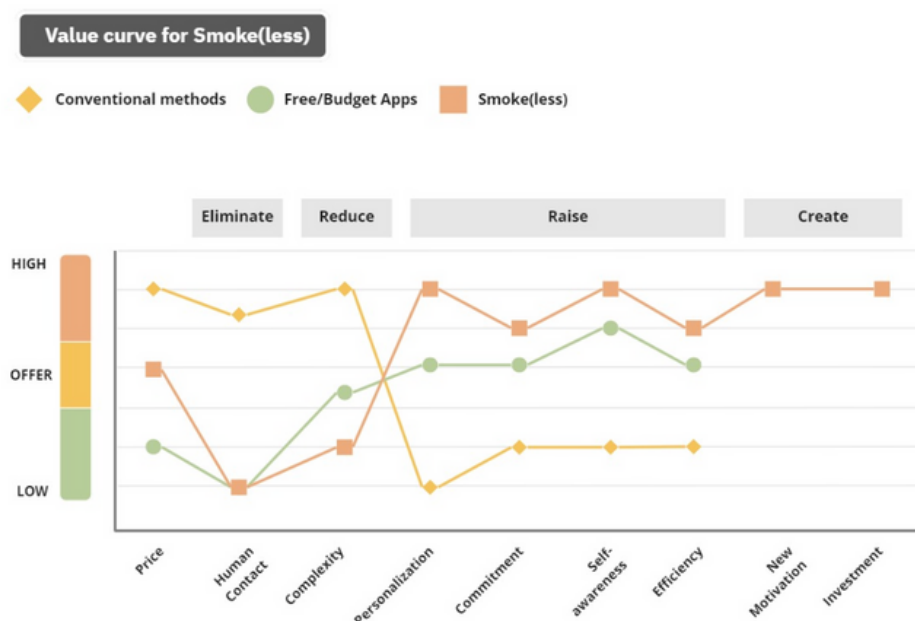


Figure 6 -The Strategy canvas of Smoke(less)

Factors Of Competition

Eliminate:

- **Human contact** - Our app eliminates any human contact from its service. This is because we believe that human contact might be one of the barriers to starting quitting smoking process, for those customers who would like to go through it alone.

Reduce:

- **Complexity** - Smoke(less) reduces the complexity of the process of quitting smoking by not requiring any action from the customer besides following the steps the app plans for him.

Raise:

- **Personalization** - Smoke(less) raises the level of personalization, by offering plans that are extremely adapted to each client's wants and needs, from their goals to their vulnerabilities.
- **Commitment** - This app raises the level of commitment to the process by creating awareness of the opportunity cost of smoking, in a long-term approach.
- **Self-awareness** - Smoke(less) automatic method of counting smoked cigarettes by the client reveals the actual number of cigarettes they smoked per day, per week or per month, without any space for cheating, and increases the self-awareness clients have of their habit.
- **Efficiency** - The personalized plans together with the detailed financial analysis of the impact of smoking in the client's lives, raise the efficiency of the process of quitting smoking.

Create:

- **New Motivation** - Smoke(less) creates a new approach to motivating clients to stop smoking, by showing them the opportunity of creating and multiplying savings.
- **Investment** - Smoke(less) creates the opportunity for all its customers to have their own investment portfolio, created upon savings clients make by not smoking.



Figure 7 -Factors Of Competition

CONCLUSION

During this semester we embrace this project, this idea that is Smoke(less), the group focused on the health care area, as we present in the beginning it is necessary to help smokers and support their journey to quit this habit, there are about 1.5 million smokers in Portugal. Consequently, we believe that Smoke(less) is a great concept and solution to all smokers.

Firstly, we reunited with each other to understand the areas that we wanted to work with, therefore we brainstorm and unite some ideas until we came to our project.

Following this process, we started to work on the Milestones that were asked. In the beginning we present our design thinking, our value, model innovation and the prototype, we also worked on our strategy relevance and blue ocean strategy. Finally, we exhibit our pitch.

As we presented on the report, we show significant statistics, and we can realize that we have a strong idea with good strategies and important values behind.

To conclude, with this project we had the opportunity to understand how complex is to create an impactful and innovative idea. The group also improved critical thinking and creativity.

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