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GRADO EN INGENIERÍA EN INTELIGENCIA DE NEGOCIO Y BUSINESS ANALYTICS

TRABAJO FIN DE GRADO

Holistic B2C commercialization framework of Souly,
integrating go-to-market, product-market fit modeling,
behavioral economics and growth loops

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Capítulo 1. EXECUTIVE SUMMARY OF THE PROJECT

1.1 THE BOARD-LEVEL ANSWER IN ONE SENTENCE

Souly can earn a real position in Spain if it launches as a text-first, privacy-led emotional reflection companion for 18-24 year-olds, proves usefulness within the first week, prices accessibly below global premium wellness apps, and avoids being perceived as either a generic chatbot or a pseudo-clinical mental health product.

Launch

verdict

Launch Souly in Spain with a narrow beachhead, a deliberately simple product, and a trust-first commercial model. The recommended launch promise is: "Understand what you feel, fast and privately." The recommended launch architecture is freemium plus Premium Monthly at €6.99 and Premium Annual at €49.99, supported by a 14-day default trial and 21-day creator or campus referral codes.

Launch thesis for Souly in Spain

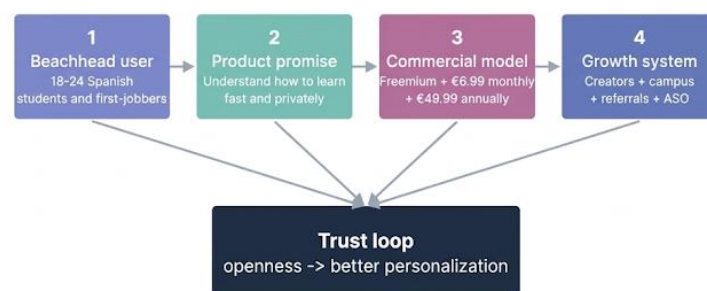


Figure 1. Launch thesis for Souly's Spain B2C entry.

The internal research packet points in a surprisingly coherent direction even though the sources are heterogeneous. Users repeatedly value utility, emotional help, and simplicity, but the same

users also raise clear blockers: technical glitches, a generic “this feels like ChatGPT” sensation, uncertainty about how data is used, discomfort with voice and especially video, and the need for faster, more obviously personalized responses. Across the packet, the strongest strategic signals are not “build more features” or “become a therapy product.” They are “be specific,” “be private,” “be simple,” and “earn the right to charge.”

The most important strategic discipline is focus. Souly should not attempt to be for everyone who wants wellness. It should not launch as a broad “AI mental health app” because that description collapses it into an overcrowded set of substitutes ranging from therapy marketplaces to meditation apps to free chatbots. Souly’s most credible first market is a younger Spanish audience that is highly digital, emotionally open to self-reflection, often anxious or stressed, not fully comfortable with therapy, and price-sensitive. The product therefore has to feel useful before it feels ambitious.

1.2 WHY THE OPPORTUNITY EXISTS

Spain is an attractive first market for a focused B2C launch because the country combines high internet usage, high daily smartphone behavior, dense social platform use, growing familiarity with AI tools, and a strong public conversation around mental health, especially for younger people. Public sources used in this report show that internet use among Spain’s population aged 16 to 74 is above 96 percent, daily internet usage is above 92 percent, and recent use of generative AI has already reached material levels. Social media penetration is also high, which matters because Souly’s most efficient growth channels are likely to be creator-led and product-demonstration-led rather than broad paid-media saturation. These market conditions do not guarantee success, but they remove several structural frictions that would exist in a lower-readiness market.

The emotional need is also real. Souly’s largest internal emotional survey, although clearly skewed toward a young and student-heavy sample, shows high reported anxiety, meaningful interest in personalized wellbeing tools, and a preference for features such as customized advice, emotional trend visualization, guided exercises and journaling. The interview analysis reinforces the same pattern from a qualitative angle: many participants cope individually, many have experienced difficult emotional events in the previous year, and family remains a protective factor, which means

Souly has room to position itself as a private first layer of emotional organization rather than as a replacement for professional care.

1.3 WHAT SOULY SHOULD LAUNCH

The launch product should be smaller than the current imagination of the company. Souly should go live with a text-first emotional check-in and journaling experience, immediate AI reflection, a visible progress layer and a library of short guided actions such as breathing, grounding, reframing, and journaling prompts. Voice can exist as an optional feature, but only after explicit consent and with very clear privacy language. Video should not be a launch hero feature. The internal research is too consistent on that point to ignore: users are comfortable with text, conditionally interested in voice, and materially uncomfortable with video for emotional expression.

The first-use flow matters disproportionately. Users do not need an elaborate onboarding tour. They need to understand what Souly does, what it does not do, why it is safe to use, and why it will be helpful within the next minute. The onboarding has to remove ambiguity, not add polish. That means the first session should happen quickly, the privacy settings should be visible early, and the app should explain in normal language what data is being used and why.

1.4 WHAT SOULY SHOULD NOT DO AT LAUNCH

Souly should not lean too heavily on broad spiritual or “energy” language in acquisition messaging. The current brand territory can remain as part of the product’s emotional texture, but the internal research suggests that the market punishes anything that feels vague, superficial, or insufficiently grounded. This does not mean Souly should become cold or clinical. It means that the market-facing message should lead with practical benefit and emotional safety, while softer differentiators such as rituals, tone, or “energy” can appear later in the experience once trust already exists.

Souly should also avoid launching community features too early. Community or peer interaction is not absent from the research, but it is clearly secondary relative to personalization, privacy, journaling, guidance, and progress tracking. Early community functionality would also add moderation complexity, safety risk, and operating cost before the core product has proven it can retain users on its own.

1.5 THE COMMERCIAL RECOMMENDATION

The recommended commercial structure is freemium with a meaningful free tier and a sharper premium tier. The free tier should let users perform quick emotional check-ins, write basic journal entries, receive a limited number of reflections, view simple mood trends and access crisis resources. Premium should unlock unlimited reflections, deeper pattern analysis, structured programs, advanced trends, richer memory and personalization and optional reminder and habit tools.

The recommended list prices are Premium Monthly at €6.99 and Premium Annual at €49.99. This sits inside the credible willingness-to-pay band indicated by the internal Souly studies while still being materially below the flagship premium global wellness apps that dominate top-of-category perception. That price architecture is intentionally ethical: it avoids manipulative weekly billing, it is easier to explain to users, and it fits the trust-sensitive nature of the category.

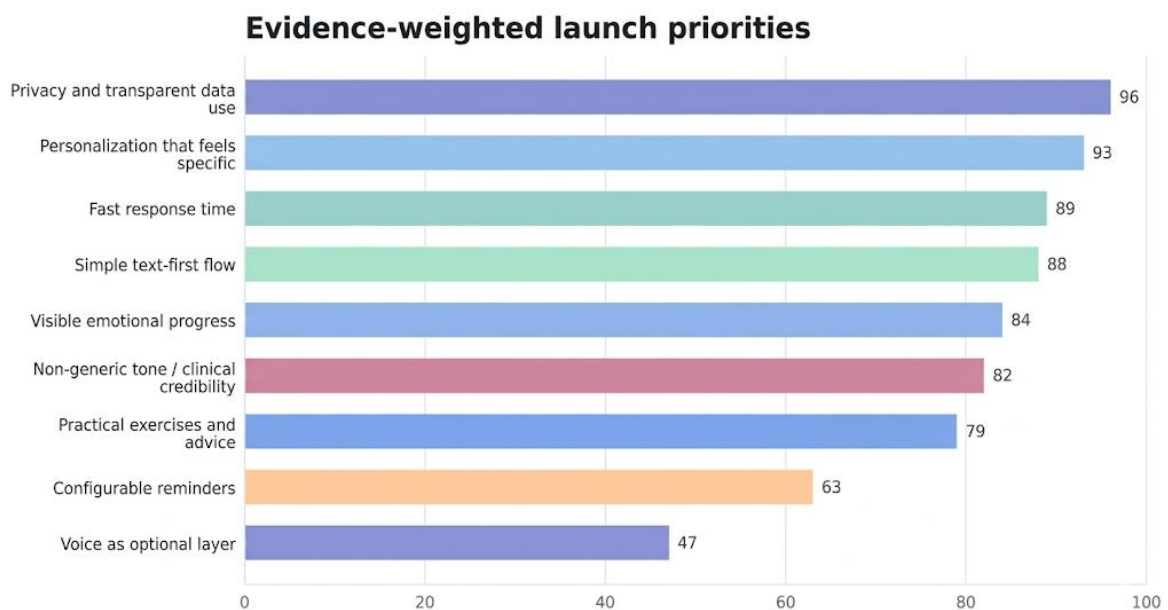


Figure 2. Evidence-weighted launch priorities synthesized from Souly's internal research.

1.6 EXPECTED ECONOMICS AND SUCCESS CONDITIONS

The economics are viable, but only if Souly is disciplined. Under the base-case planning model used in this report, the business reaches operational break-even at roughly 6.2 thousand active paying subscribers and fully loaded break-even, including ongoing growth spending, at roughly 8.5 thousand active paying subscribers. That is ambitious but not unrealistic if the product converts strongly after trial and if the channel mix is weighted toward creators, campus programs, referrals and app-store discoverability rather than high-CAC broad paid acquisition.

The first year should therefore be managed around four success conditions.

- First, the product must achieve fast time-to-value.
- Second, the trust layer must be unusually explicit for the category.
- Third, retention must improve before spend is scaled aggressively.
- Fourth, the brand must become known for practical emotional support rather than generic AI novelty.

If these four conditions are not met, the correct move is not to widen the market. It is to narrow the proposition and improve the product until those conditions hold.

1.7 THE LAUNCH RECOMMENDATION IN PRACTICAL TERMS

The operational recommendation is simple. Launch in Spain, target the student and first-jobber segment first, make text the default interface, keep voice optional and video secondary, price below top global premium apps but above disposable chatbot subscriptions, build a 14-day trial with longer referral-coded extensions, and use creator-led and campus-led acquisition to explain the product in a human way. This is the path most likely to create stakeholder value because it aligns research, category economics, user psychology, and execution capacity.

Capítulo 2. PROJECT SCOPE, METHODOLOGY, AND EVIDENCE RULES

2.1 WHAT THIS REPORT IS TRYING TO DECIDE

This document is not a generic business plan. It is a launch decision document. Its purpose is to answer a practical question for Souly's stakeholders: what exactly should Souly launch in Spain on the B2C side, for whom, with what promise, in what sequence, at what price, through which channels, with which risk controls and with which economic expectations.

That means the report is intentionally operational. It does not assume that strategy is useful unless it can translate into product scope, positioning language, KPI definitions, budget allocations, and timeline decisions. Each section therefore aims to move from analysis to recommendation. In other words, the document is designed to be usable by stakeholders, not just readable by academic reviewers.

2.2 SOURCE BASE AND TRIANGULATION LOGIC

The report uses two source families. The first is Souly's internal research packet supplied with the project: a short pricing and usability report with 18 responses, a broader emotional and wellbeing survey with around 106 to 110 responses, a usability and experience report with 39 responses, an onboarding-oriented future-user survey with roughly 10 to 14 responses, and a qualitative interview analysis based on approximately 50 participants. The second family is public data on Spain's population, digital readiness, regulatory context, mental-health policy environment, creator economy, app-subscription benchmarks and selected competitor pricing and positioning.

Table 1. Souly's internal research base used in this report

Source	Sample / format	What it is useful for	Main caution
Pricing and usability report	n=18 short survey synthesis	Usefulness, pricing cues, trial expectations, modality preference, latency expectations	Small sample; strong directional but not representative
Emotional wellbeing survey	n≈106-110 quantitative survey	Feature demand, anxiety context, reminder appetite, comfort with app-based emotional logging	Young and student-skewed sample
Usability and experience report	n=39 first-use / usability feedback	Ease of use, clarity, perceived security, integration and recommendation willingness	Mostly early-stage impressions
Onboarding / future-user survey	n≈10-14 exploratory survey	Desired personalization, content expectations, price anchors, usage expectations	Sample count inconsistency; directional only
Interview analysis	n≈51 qualitative synthesis	Emotional context, coping style, trust, support networks, social and family dynamics	Qualitative, not population-level inference

The main strength of this source base is not national representativeness. It is convergence. The internal studies were produced in different formats and at different depths, yet they keep surfacing

the same decisions: users want privacy, specificity, simple flows, visible progress, and a softer price point than category leaders. That consistency is strategically useful. The weakness is that the samples are uneven. The largest Souly survey is heavily young and university-skewed, some sample counts in the onboarding report are inconsistent, and none of the internal studies should be treated as a statistically representative map of all Spanish consumers.

2.3 HOW EVIDENCE IS WEIGHTED IN THIS REPORT

Because the source base is mixed, the report does not blindly treat every data point as equally important. Instead, it applies a decision-weighting rule. Larger internal quantitative studies are given more directional weight when they point toward broad product or pricing preferences. Usability reports are given more weight when they point toward friction, understanding or trust barriers. Qualitative interviews are given more weight when they explain emotional context, coping behavior, and what users really mean when they describe a need. Public market and regulatory data are used primarily to size the opportunity, frame acquisition logic and define compliance boundaries.

This weighting method matters because it protects the strategy from two common errors. The first error is letting one memorable quote reshape the whole product. The second is pretending that a small sample has the certainty of a national market study. The approach in this report is to look for repeated signals across sources, then use public external data to test whether those signals make sense in the Spanish market.

Triangulated evidence map					
Personalization matters	2	2	2	3	2
Privacy / trust is critical	2	2	3	2	2
Text should lead the launch	3	1	1	1	1
Fast responses are expected	2	1	1	1	0
Visible progress improves value	1	3	2	2	2
Simple onboarding is essential	1	1	3	2	1
Users reject generic chatbot feel	2	1	1	3	1
Willingness to pay exists if value is clear	3	1	2	3	1
Longer trial is needed	3	0	1	1	0
Community is secondary	0	1	0	1	1
	Pricing / usability (n≈18)	Emotional survey (n≈110)	Usability study (n≈39)	Onboarding survey (n≈14)	Interviews (n≈51)

Figure 3. Triangulated evidence map across the five internal Souly research sources.

2.4 PLANNING ASSUMPTIONS AND STRATEGIC BOUNDARIES

This report also uses explicit planning assumptions. For example, the market-sizing model assumes that Souly's first meaningful addressable segment is adults aged 18 to 34 in Spain, not minors and not the entire population. The pricing model assumes app-store and payment fees that may vary in reality but must be modeled conservatively. The retention model assumes that annual plans will become meaningful only after the product proves value. The operational plan assumes a lean team rather than a fully staffed scale-up organization.

Several boundaries are intentional. First, the launch strategy assumes Souly is a wellbeing and emotional reflection product, not a diagnostic or therapeutic medical service. Second, it assumes Spain is the first market, not one market among several simultaneous experiments. Third, it assumes B2C is the primary launch route, while B2B2C and international expansion are treated as later opportunities that depend on proof in the first segment. Fourth, it assumes that stakeholder value is maximized by focusing on retention quality before acquisition volume.

2.5 *WHAT THIS METHODOLOGY MEANS FOR DECISION QUALITY*

A launch plan built on imperfect evidence can still be excellent if its assumptions are visible, its decisions are coherent, and its test points are clear. That is the standard used here. Wherever the data is strong, the report recommends decisive moves. Wherever the evidence is directional rather than conclusive, the report recommends controlled experiments, guardrails, or staged rollouts. The goal is not false certainty. The goal is to reduce uncertainty fast without creating avoidable strategic noise.

Capítulo 3. WHAT SOULY'S INTERNAL RESEARCH REALLY SAYS

3.1 THE STRONGEST REPEATED SIGNAL: USEFULNESS IS REAL, BUT TRUST IS CONDITIONAL

Across the internal packet, users generally do not reject the idea of Souly. On the contrary, they describe it as useful, interesting, intuitive, or promising. That is good news because many early products fail before they reach that threshold. But liking the idea is not the same as trusting the product enough to use it regularly or pay for it. The internal reports reveal a clear gap between curiosity and conviction.

Users are intrigued by AI-supported emotional reflection. They see value in being able to track how they feel, receive personalized guidance, and notice emotional patterns over time. Yet the same users worry that the product might feel generic, shallow, or too similar to a free chatbot. They also worry about privacy when text, voice, or video are involved. This tension defines the launch challenge. Souly is not fighting against total disinterest. It is fighting against fragile trust.

3.2 WHAT USERS ALREADY LIKE ABOUT THE PRODUCT

The usability materials show that Souly already has a base of positive product perception. Users find the interface intuitive, see potential in automated emotional tracking, and generally understand the value proposition at a high level. That means Souly does not need to reinvent itself completely. It already has something that people can imagine using.

What stakeholders should take from this is that the company's problem is not "there is no product value." The problem is "the value is not yet crisply packaged, consistently trusted, or conversion-ready." That is a more solvable problem. It points toward better product framing, stronger

performance, clearer consent language, and sharper feature prioritization rather than a ground-up category pivot.

3.3 *THE ACTUAL USER PRIORITIES HIDDEN INSIDE THE RESEARCH*

When the reports are read together rather than separately, the priority stack becomes clear. Privacy is not a small legal detail. It is part of the value proposition. Personalization is not an optional delight. It is the line between “this helps me” and “this is another generic AI app.” Speed matters emotionally because users interpret slow response as low attentiveness. Text matters because it feels controllable. Progress visualization matters because it turns an invisible emotional process into something concrete.

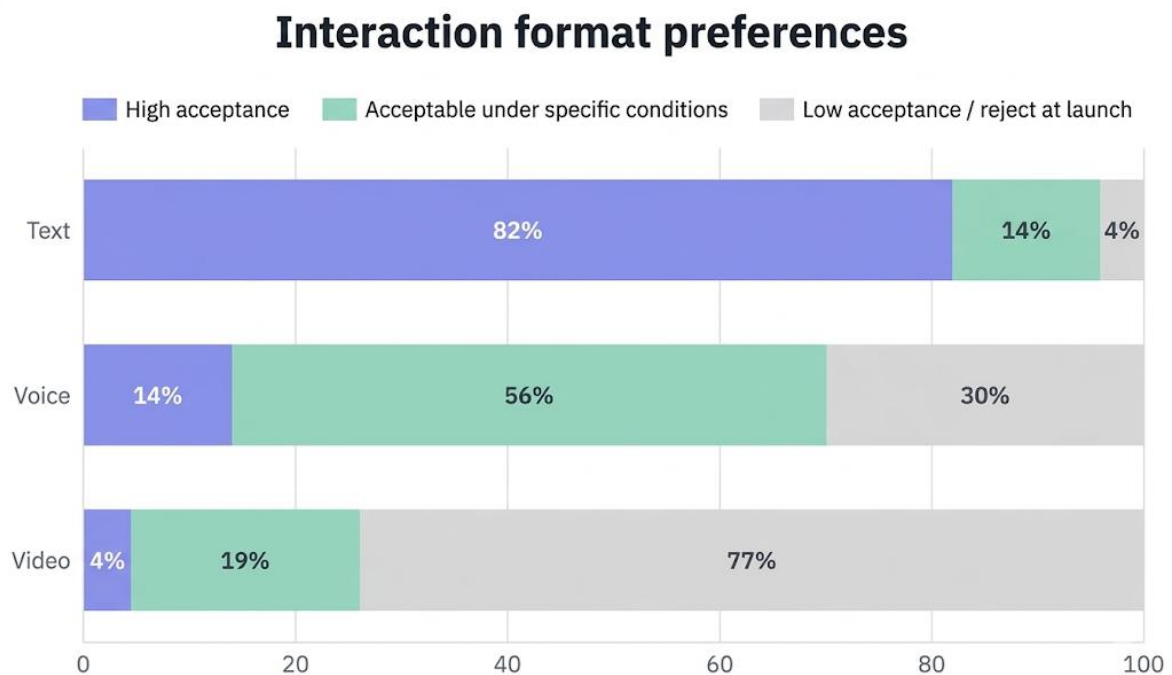


Figure 4. Interaction format preferences for the launch product.

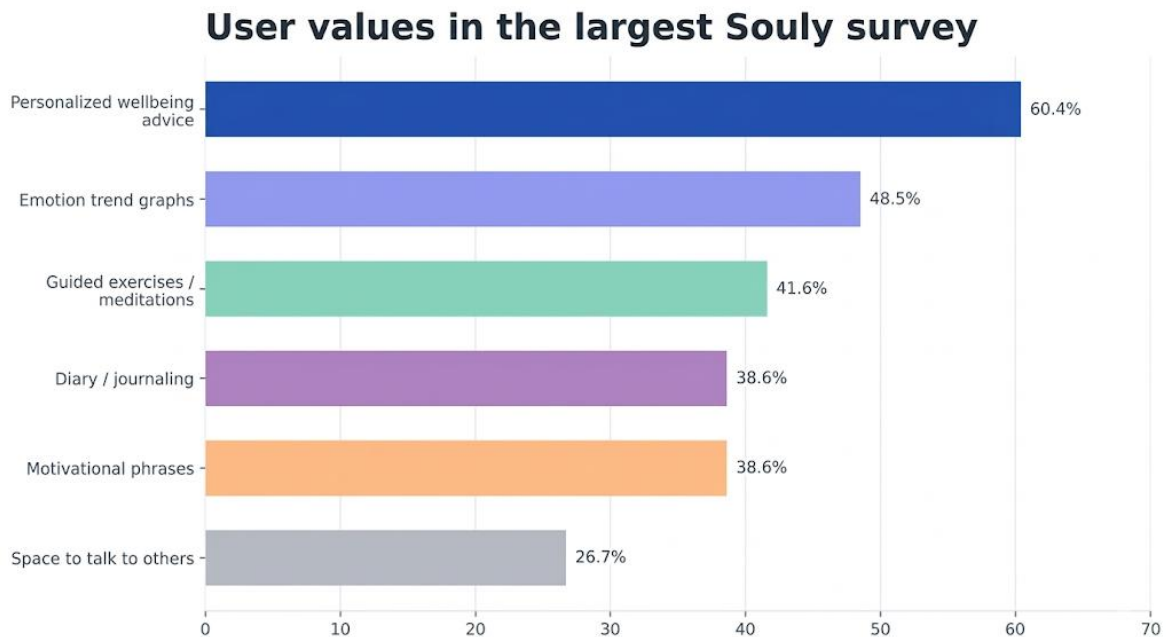


Figure 5. Feature demand from Souly's largest emotional wellbeing survey.

It is also important to notice what users do not prioritize. Community is not a first-wave must-have. Video is actively uncomfortable for many users. Reminders are useful only if configurable, because the research shows a split between users who appreciate nudges and users who find them intrusive. Souly therefore should not build its habit system around constant notifications. It should build it around helpfulness and user-controlled recurrence.

3.4 PRICING, WILLINGNESS TO PAY, AND THE MEANING OF “VALUE” FOR SOULY

The internal pricing signals are nuanced but usable. One small report found a willingness-to-pay midpoint around €10 per month, with lower responses in the €2 to €5 range and higher values only if the product offered advanced functionality. Another internal source found that many future users would consider something closer to €3 to €5 reasonable. The most important conclusion is not that there is one perfect number hidden in the data. It is that willingness to pay exists, but only when users can feel the value clearly and quickly.

This is structurally different from categories such as music or video streaming, where payment behavior is already normalized. Souly is in a category where many users have never paid for a

wellbeing app at all. That means pricing cannot be treated as an isolated finance lever. It is downstream of trust, product clarity, and repeat value. If Souly prices too high before it proves usefulness, it will under-convert. If it prices too low, it may attract curiosity without commitment and weaken its own perceived seriousness.

Observed willingness-to-pay band across internal studies

Share of respondents selecting...

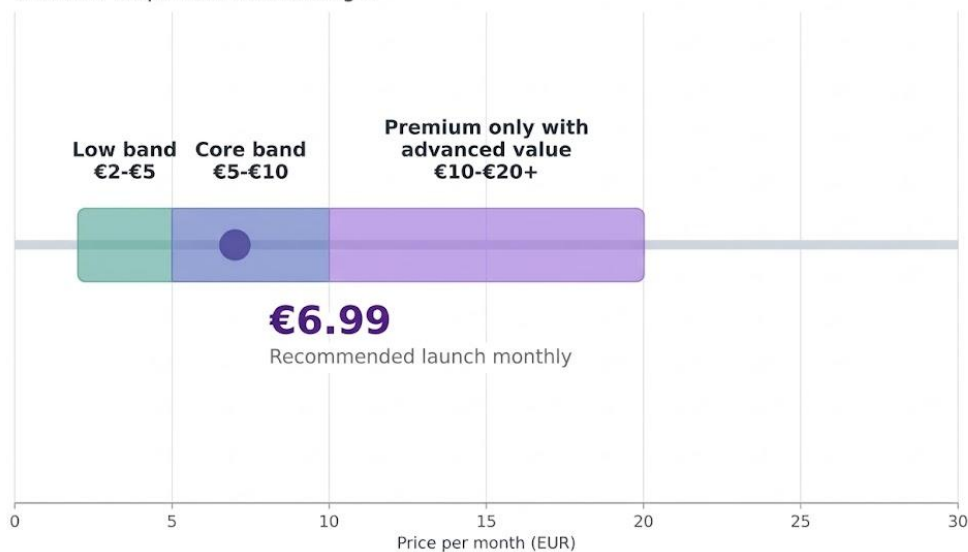


Figure 6. Willingness-to-pay band observed across internal Souly studies.

3.5 WHY TRIAL LENGTH MATTERS MORE HERE THAN IN A TYPICAL UTILITY APP

One of the most striking insights from the internal packet is that users want longer trial periods than the market usually offers. That makes sense. Emotional support products are not always evaluated in one sitting. People need time to see whether the app remains helpful across multiple moods, contexts, and days. The product must earn emotional trust, not just show a feature list.

This has direct launch implications. A seven-day trial is probably too short for Souly's category logic, even if it is common in subscriptions. A fourteen-day default trial is stronger, and targeted twenty-one-day referral codes for creators or campuses are even better where trust-building is slower. The trial should also be structured to drive repeated use, not passive waiting. That means micro-prompts, visible progress, and a clear second-week value moment.



Figure 7. Why Souly needs a longer-than-average trust-building trial.

3.6 STRATEGIC SYNTHESIS OF INTERNAL RESEARCH

If Souly followed only the loudest surface-level signals, it might try to add more modalities, more novelty, or broader emotional positioning. That would be the wrong lesson. The deeper lesson is discipline. Users are telling Souly to become more precise. The winning product is not “the AI that can do many emotional things.” It is “the product that quickly helps me understand what I feel, in a way that is private, specific, and worth coming back to.”

That is why the launch recommendation in this report is a narrower B2C wedge rather than an expansive product map. The evidence says Souly already has enough product to earn interest. What it lacks is sharpness. The role of the launch plan is to supply that sharpness.

Capítulo 4. THE SPAIN OPPORTUNITY AND MARKET

SIZING

4.1 *WHY SPAIN IS A CREDIBLE FIRST MARKET*

Spain makes strategic sense for Souly for three reasons:

- First, the country is digitally mature enough for a mobile-first emotional reflection product. Public statistics show very high internet usage, daily connectivity, and recent digital purchasing behavior.
- Second, the social environment is supportive of creator-led acquisition and peer-led discovery, which matters because Souly's proposition is easier to explain through demonstration than through abstract ad copy.
- Third, the public conversation around mental health and emotional wellbeing has become more visible, particularly for younger adults, which helps make the category legible even for users who would not self-identify as mental-health app users.

This does not mean the entire country is equally attractive. Souly's first market inside Spain should be the digitally dense urban and university-heavy environment where the product's emotional need, acquisition channels, and peer influence dynamics are strongest. Madrid, Barcelona, Valencia, Sevilla, Málaga, and Granada stand out as practical concentration zones because they combine young-adult density, student populations, creator ecosystems, and enough digital sophistication to support efficient early distribution.

4.2 *DIGITAL READINESS AND CONSUMER BEHAVIOR*

Spain's digital readiness should shape, not merely decorate, the launch plan. High daily connectivity means users will not need education about mobile app use. High social-media presence means the product should be demonstrated in short, creator-friendly formats. Rising AI familiarity means

Souly does not need to explain what AI is, but it does need to explain why its AI feels safer, more personal, and more useful than generic alternatives.

Spain is digitally ready for a focused B2C app launch

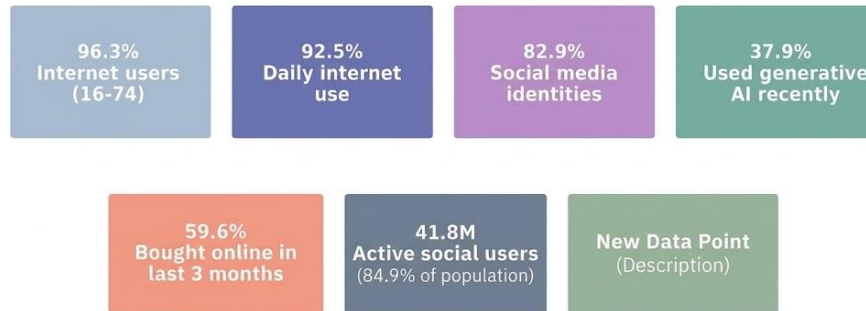


Figure 8. Spain's digital readiness indicators relevant to Souly's launch.

The presence of strong messaging behavior through platforms such as WhatsApp also matters indirectly. It suggests that private, conversational, asynchronous interaction styles are culturally compatible with the market. Souly should therefore feel less like a dashboard and more like a calm, private conversation space with structure. In Spain, an app that wants emotional depth but feels overly formal or institutional will likely underperform against lighter, more human-feeling experiences.

4.3 THE REALISTIC MARKET IS SMALLER THAN THE THEORETICAL MARKET

Founders often overstate market size by treating all adults or all smartphone users as equally addressable. That is not useful for launch planning. Souly's realistic near-term market is a layered funnel: the population of Spain, then adults in the age band where fit is strongest, then those with digital access and willingness to try an app, then those interested in emotional support tools, then those reachable through Souly's chosen channels, and finally those willing to become paying subscribers if the product works for them.

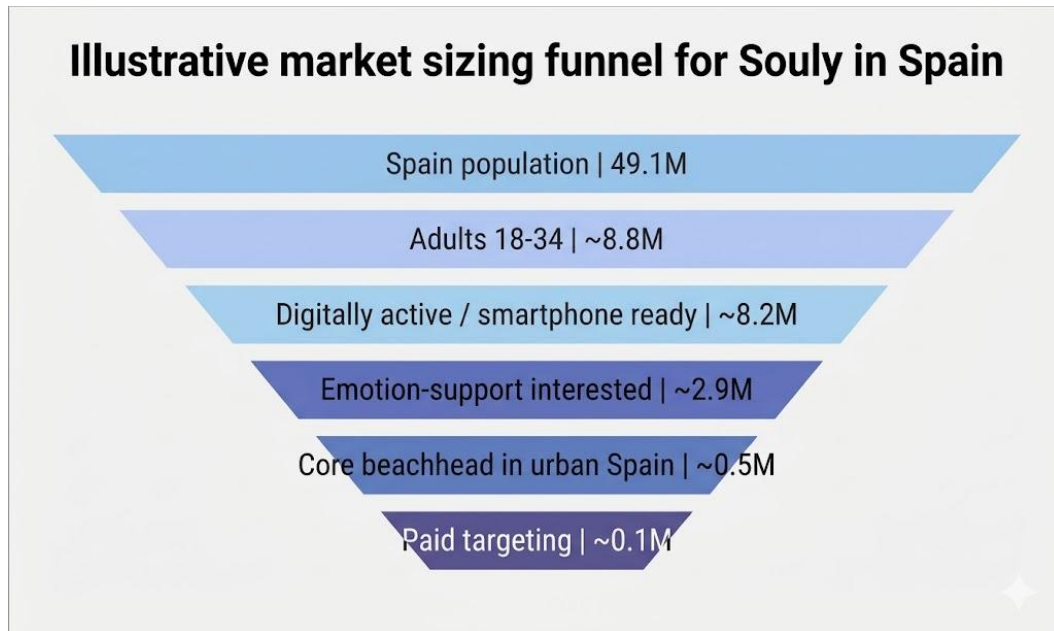


Figure 9. Illustrative TAM, SAM, and SOM funnel for Souly in Spain.

Under that lens, the first-year realistic paid target is not a six-figure subscriber base. It is a four-figure to low five-figure subscriber opportunity. That may sound modest, but it is the correct lens for a trust-sensitive category. A disciplined first-year target of roughly 4,000 to 8,000 active paying users is strategically healthier than a large vanity-install target with weak retention. The economics section of this report shows why: Souly does not need mass-market scale at launch to validate the model, but it does need strong evidence that its contribution margins and retention can support scale later.

4.4 WHY THE BEACHHEAD SHOULD BE 18-24 FIRST

The internal research is young-skewed, which is a limitation, but it is also a clue. Souly already has stronger evidence fit in the 18 to 24 segment than in any other segment. This group is highly digital, more likely to discover products through creators or peers, more likely to experience anxiety or uncertainty around studies and early adult transition, less likely to have fully normalized professional support, and more price-sensitive than older professionals. Those conditions make it a good first market if the product is built and priced appropriately.

The 25 to 34 segment is attractive too, but it should be treated as phase two rather than the initial wedge. That group may monetize better in time, but their expectations for depth, structure, and perceived credibility are also higher. Souly should first prove it can support the faster, more private, more low-friction use cases of younger adults. Then it can deepen the product for the adjacent professional segment.

Which segment should Souly enter first?

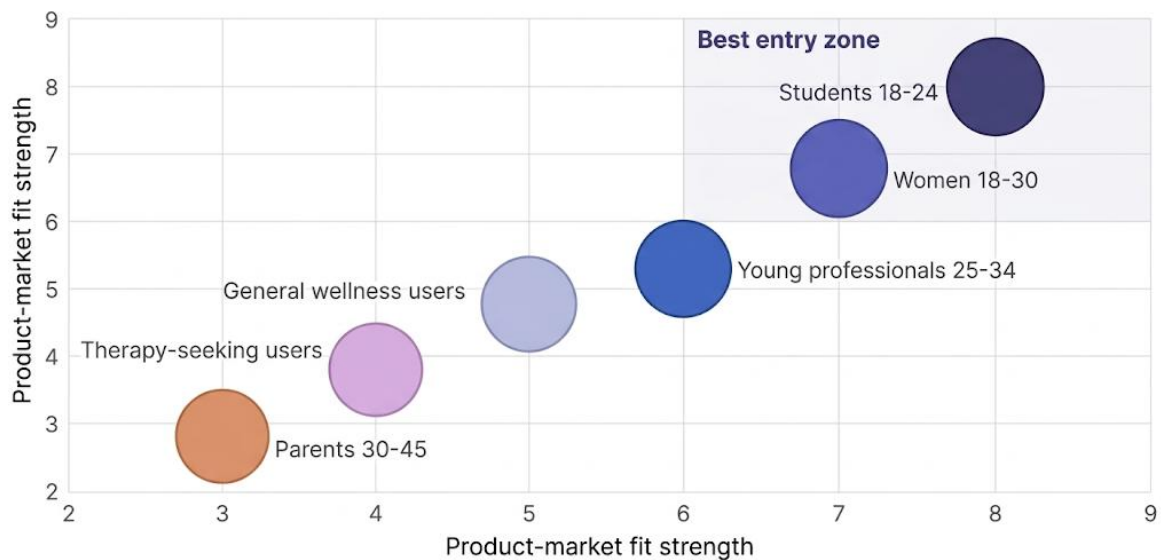


Figure 10. Segment attractiveness matrix for Souly's first market entry.

4.5 MARKET OPPORTUNITY CONCLUSION

The opportunity in Spain is real but narrow at the start. Souly should not read high digital readiness as permission to launch broadly. It should read it as permission to launch clearly. Spain gives Souly enough channel density, enough smartphone behavior, enough cultural familiarity with conversational digital experiences, and enough emotional-wellbeing demand to support a focused entry strategy. The product will still win or lose on its own clarity, but the market itself is not the main obstacle.

Capítulo 5. PESTLE ANALYSIS FOR A SPANISH B2C

LAUNCH

5.1 POLITICAL AND PUBLIC POLICY CONTEXT

The political environment in Spain is supportive of emotional wellbeing as a public issue. Mental health has been elevated in recent national conversation, and the existence of a public 024 helpline and national mental-health policy action reinforces that the topic is socially legitimate rather than fringe. For Souly, this matters less as a direct government subsidy opportunity and more as a context signal. A product that helps users reflect on mood, stress, and emotional self-management is entering a public conversation that already exists.

At the same time, the political environment also creates responsibility. Once mental health becomes a national priority area, digital products operating near that territory are more likely to be scrutinized for safety, privacy, and truthfulness. Souly should therefore interpret policy momentum as both market tailwind and compliance warning.

5.2 ECONOMIC REALITY AND WILLINGNESS TO PAY

Spain is not a market where a young-adult consumer product can assume premium discretionary spending without evidence. Public income and employment data point to continued pressure on younger consumers, including relatively high youth unemployment and a need for accessible pricing logic. That reinforces the internal research signals around price sensitivity. Souly should not attempt to win on price alone, but it must remain within a range that feels reasonable for students and early-career adults.

This economic context also affects channel strategy. High-CAC paid acquisition becomes riskier in a price-sensitive segment because it creates pressure for higher prices or unrealistic conversion expectations. Souly's economic environment therefore favors channels that create trust and lower CAC simultaneously, especially creator demonstration, referral, and campus-based distribution.

5.3 *SOCIAL AND CULTURAL FACTORS*

Socially, Souly sits at an interesting intersection. Younger users are open to emotional vocabulary, but they still want discretion. Many do not want the weight or stigma of feeling as though they are signing up for “therapy in an app.” They want something that helps without labeling them too heavily. That is why Souly’s positioning must remain warm and supportive rather than clinical or pathologizing.

The qualitative interviews also suggest an important social pattern: people often cope alone or within close relationships rather than through formal mental-health systems. That does not mean they reject support. It means that a low-friction, private product can act as an entry layer. Souly should use this social reality as part of its design logic. It can be the first place where a user names what is happening before they decide whether to talk to someone else, seek deeper support, or simply regulate better on their own.

Socially, the product must also respect how privacy is felt, not just how it is regulated. Users are not only worried about legal documents. They are worried about embarrassment, exposure, and feeling watched. This is why text dominates as the preferred launch modality. It feels more controllable and less exposing than voice or video.

5.4 *TECHNOLOGICAL FACTORS*

Technologically, the environment is favorable but unforgiving. AI is no longer exotic. That helps Souly because it reduces education costs. But it also means the benchmark is no longer “can you do AI?” The benchmark is “why are you better than a general AI tool or another wellness app?” This raises the importance of product specificity, system speed, and output quality.

Souly is also operating in a world where users increasingly understand that AI systems are built from data. That means technical architecture and data architecture become part of brand architecture. Choices such as local processing where feasible, explicit consent for richer modalities, encryption language, data retention rules, and deletion controls are not only engineering decisions. They are trust decisions.

5.5 LEGAL AND REGULATORY FACTORS

Legally, this category is sensitive. Souly is likely to handle data that users experience as highly intimate and that regulators may treat as highly sensitive, particularly where emotional state, wellbeing, or mental-health-adjacent content is involved. Spain's data-protection regime under the GDPR and the LOPDGDD means Souly must work with explicit consent logic, data minimization, purpose limitation, retention discipline, and transparent user rights. A data-protection impact assessment should be treated as a practical launch requirement, not a bureaucratic extra.

The legal environment also includes the EU AI Act context. Souly is not the kind of prohibited workplace or school-based emotion-recognition deployment that receives the strongest regulatory restrictions, but it still operates close to an area where claims, inference, transparency, and biometric or emotion-related processing can attract attention. The safest path is to keep the system bounded. Souly should never imply diagnosis. It should never suggest hidden psychological truth extraction. It should clearly state what inputs are used, what the system tries to infer, and what the system cannot know.

App-store policies matter as much as formal law at launch. Apple and Google review rules require careful handling of health-related claims, privacy disclosures, and purchasing flows. Souly should avoid any app-store copy that makes medical or therapeutic claims that the product cannot substantiate. The product can promise reflection, support, and insight. It should not promise treatment, cure, or clinical outcomes.

Finally, the creator economy in Spain is itself more regulated than it once was. Paid collaborations must be disclosed clearly, and influencer assets should be contractually reviewed for compliance. This matters because the growth plan recommended in this report depends heavily on creators. Souly cannot afford a creator-led launch with inconsistent disclosure practice.

PESTLE Intensity Map for Souly's Spain Launch

High scores mean the factor should materially shape launch decisions.

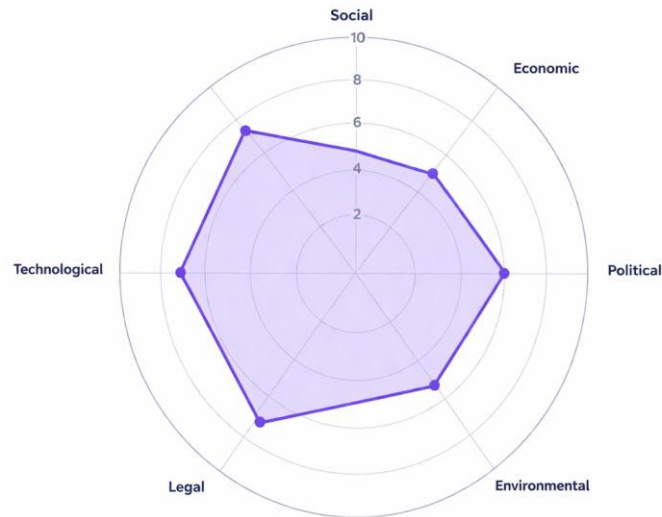


Figure 11. PESTLE intensity map for Souly's Spain launch.

Regulatory and Platform Milestones that matter for Souly

Launch execution must be privacy-first, disclosure-compliant, and careful about health and AI claims.



Operational implication: Every creator asset, store listing, consent surface, and safety workflow should be reviewed through this lens before launch.

Figure 12. Regulatory and platform milestones relevant to Souly.

5.6 ENVIRONMENTAL FACTORS

Environmental issues are not the primary launch driver, but they are still relevant in two ways.

- First, AI products consume compute, and compute cost is directly linked to unit economics. Smaller, more efficient models, shorter outputs, and lower unnecessary processing improve both environmental and financial performance.
- Second, an emotionally supportive product should not quietly accumulate wasteful data or processing routines if users would value a lighter, more transparent approach.

For Souly, environmental discipline should therefore appear as a KPI layer rather than a marketing headline. Examples include average inference cost per session, storage retained per active user, emissions proxy per thousand sessions, and the share of sessions using lower-cost, lower-latency models when clinically unnecessary complexity is absent.

5.7 PESTLE CONCLUSION

The PESTLE result is favorable but demanding. Spain offers strong social and technological readiness, a supportive public conversation around mental health, and good conditions for creator-led digital acquisition. At the same time, the product sits inside a tight trust zone where legal clarity, claim discipline, and privacy execution are essential. The launch should therefore use market readiness as permission to go fast on distribution only after it has gone deep on trust.

Capítulo 6. PORTER FIVE FORCES AND COMPETITIVE STRUCTURE

6.1 DEFINING THE CATEGORY CORRECTLY

Souly does not compete only against mental-health apps. It competes against a wider set of substitutes: journaling apps, meditation apps, therapy marketplaces, habit trackers, general AI assistants, self-help content on TikTok and YouTube, the phone notes app, voice notes to friends, music playlists, and simply doing nothing. That wider framing matters because it changes how Souly should think about competition.

If Souly defined the market too narrowly, it might assume its main challenge is beating Headspace or Calm on features. That would be a mistake. In reality, the biggest competitive force is substitution. Users have many free or familiar ways to process emotion. Souly wins only if it feels both easier and more personally useful than those alternatives.

6.2 FORCE ONE: THREAT OF SUBSTITUTES IS VERY HIGH

This is the strongest force in the model. The user who feels stressed can open ChatGPT, write in their notes app, listen to music, talk to a friend, watch creator content, or simply wait. These options are not direct feature matches, but they satisfy the underlying job cheaply or instantly. Souly therefore cannot win on “AI conversation” alone. It has to win on emotional specificity, visible progress, privacy confidence, and supportive structure.

This is also why the free tier matters. Souly must let users compare the product against substitutes before asking them to commit financially. If the free experience feels too restricted to demonstrate value, many users will never progress beyond substitution.

6.3 FORCE TWO: BUYER POWER IS HIGH

Buyer power is high because switching costs are low and category expectations are fluid. A user can delete one wellbeing app and replace it in minutes. In price-sensitive younger segments, buyer power is even stronger because willingness to experiment does not translate automatically into willingness to keep paying.

The implication is that Souly cannot rely on lock-in. It needs to earn retention through usefulness. Progress tracking, memory, personalization, and program completion can raise switching costs over time, but that is a result of good product design, not something the category gives for free.

6.4 FORCE THREE: RIVALRY IS MODERATE TO HIGH

The direct app category is crowded, but not every competitor is equally dangerous. Global leaders such as Calm and Headspace are strong on brand recognition, content libraries, and perceived maturity. Niche AI companions such as Yana or Wysa demonstrate that there is willingness to use conversational emotional-support apps. Finch shows the appeal of softer, more playful self-care. General AI tools are a constant horizontal threat because they reduce the perceived novelty of any conversational feature.

However, the rivalry is still less important than it first appears because Souly's strongest competition is not necessarily feature parity with global incumbents. It is perception. If Souly is perceived as a vague clone, rivalry becomes brutal. If it becomes known as a private, warm, specific emotional-reflection product in Spanish, rivalry softens because the user comparison set becomes narrower.

6.5 FORCE FOUR: THREAT OF NEW ENTRANTS IS MODERATE

Technically, it is easier than ever to assemble a chatbot-like app. That lowers barriers to entry. But trust, tone, localization, risk systems, retention design, and operational discipline are harder to replicate than simple conversation. In this market, real barriers are not only code. They are credibility, consistency, and the ability to ship a product that feels meaningfully safer and more useful than a commodity wrapper around a language model.

Souly should interpret this correctly. It is not protected by technology alone. It must create defensibility through user memory, emotionally resonant product design, brand trust, creator relationships, and a repeatable operating system for growth and safety.

6.6 ***FORCE FIVE: SUPPLIER POWER IS MANAGEABLE BUT REAL***

Supplier power comes from app stores, payment rails, AI model providers, analytics vendors, and, to a lesser extent, creator channels. None of these suppliers should dominate the business individually at launch, but together they shape margin and speed. App-store fees reduce net revenue. Model choices affect both cost and latency. Creator dependence can distort acquisition economics if not diversified.

The practical response is diversification and discipline. Souly should avoid relying on one AI vendor, one creator cluster, or one channel for most of its traffic. It should also actively reduce inference cost and improve unit economics as part of product iteration, not as a late-stage finance clean-up project.

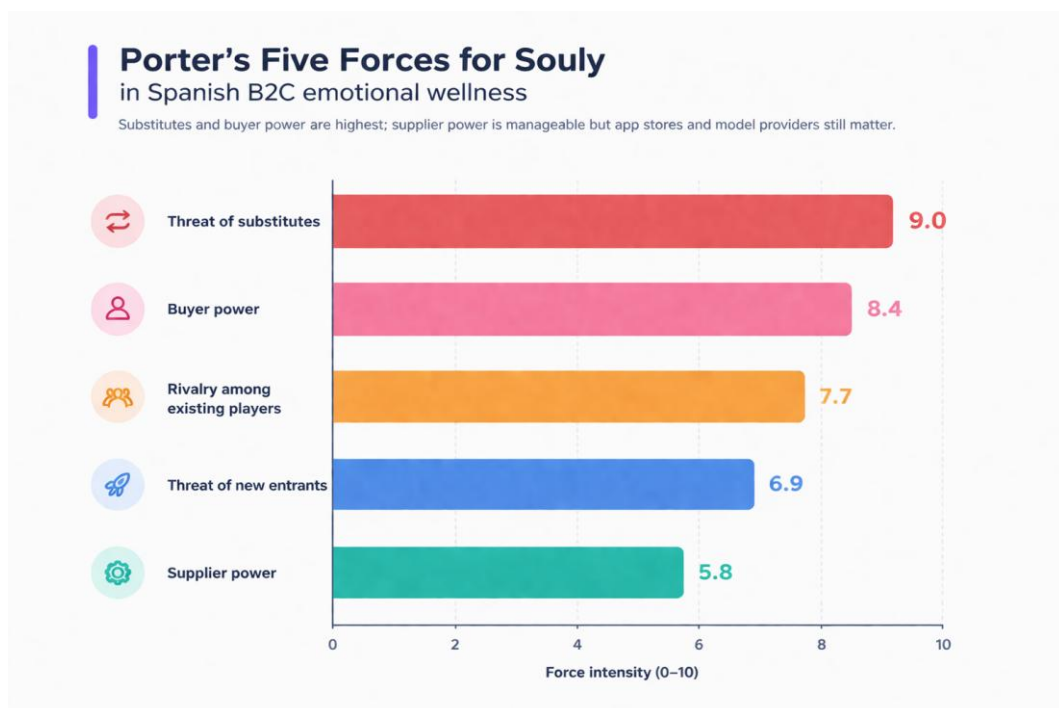


Figure 13. Porter's Five Forces for Souly in Spanish B2C emotional wellness.

6.7 COMPETITOR BENCHMARK AND STRATEGIC WHITESPACE

The most useful competitor lens is not simply “who has similar features.” It is “who occupies the same emotional decision in the user’s head.” Calm and Headspace own trust and library depth. Wysa leans more clinical and guided. Yana occupies warm, Spanish-speaking companion territory. Finch wins through gentle gamification and friendliness. Generic AI tools offer unlimited conversation but weak emotional structure and low specialized trust.



Figure 14. Competitive positioning map for Souly's category space.

Souly's whitespace sits in the intersection of warmth, specificity, and privacy-led design for Spanish-speaking young adults. It should feel less broad than Headspace, less clinical than Wysa, less toy-like than Finch, and more emotionally grounded than a generic AI tool. That is a meaningful position if the product experience matches the promise.

How Souly should talk about itself

Make the market-facing promise practical first, then let the brand's softer "energy" layer appear as a secondary differentiator.

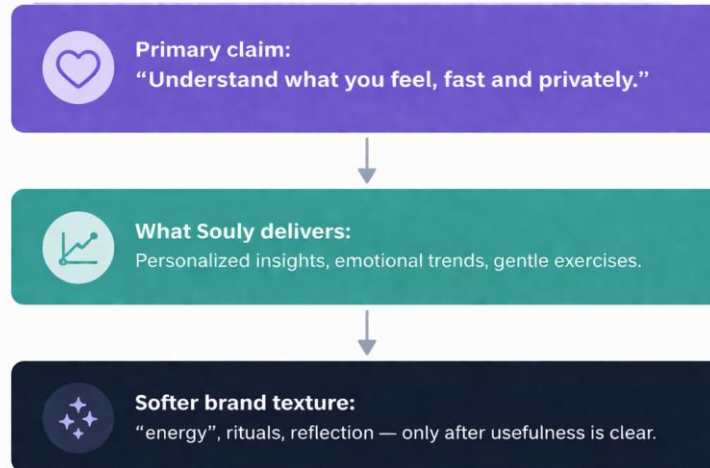


Figure 15. Recommended positioning layers for Souly's brand and message system.

6.8 PORTER CONCLUSION

The category is structurally hard, but not unwinnable. High substitutes and buyer power mean Souly must avoid broad undifferentiated positioning. Moderate entry barriers mean speed matters, but coherence matters more. Rivalry means that vague claims will be punished quickly. Supplier power means the company must watch margin and not over-depend on one growth or model partner. The strategic answer to all five forces is the same: clarity, trust, and disciplined feature focus.

Capítulo 7. SEGMENTATION, PERSONAS, AND JOBS

TO BE DONE

7.1 SEGMENT OPTIONS AND WHY NOT ALL OF THEM ARE GOOD LAUNCH TARGETS

There are at least five plausible user groups for Souly: students aged 18 to 24, young professionals aged 25 to 34, women seeking emotional reflection tools, general wellness consumers, and users already actively seeking formal therapy support. Each group contains potential demand, but not each group fits the same launch model.

General wellness consumers are too broad for an early B2C launch. Therapy-seeking users raise higher expectations around clinical framing and support depth. Older working adults may be valuable later, but they require a more robust product and a more proof-heavy value proposition. The student and early-transition young-adult segment offers the strongest combination of emotional need, channel reach, accessible messaging, and product fit.

7.2 RECOMMENDED BEACHHEAD SEGMENT

The recommended beachhead is Spanish adults aged 18 to 24, particularly university students and first-job transition users in dense urban environments. This group fits Souly for several reasons. It is already represented in the strongest internal dataset. It experiences emotional volatility around studies, identity, relationships, and early adult transition. It is digital-first and creator-influenced. It is more comfortable with conversational products than older users. It is also economically constrained, which forces Souly to build an accessible commercial model instead of a wishful one.

This segment is not recommended because it is easy. It is recommended because it is the best place to achieve an initial fit between need, product, and channel. A beachhead only works if the company can serve it unusually well. Souly's research suggests that it can.

Three launch personas

All three matter, but only one should anchor the first wave of product and acquisition decisions.



Figure 16. Three launch personas, with Lucia as the primary beachhead user.

7.3 JOBS TO BE DONE: THE REAL REASONS PEOPLE WOULD USE SOULY

The functional job is straightforward: help me identify how I feel and tell me what to do next. But the emotional and social jobs are more important. Users want to feel less lost, less judged, and less alone without necessarily exposing themselves to another person. They also want to make progress visible. If Souly only solves the first functional job, it remains replaceable. If it also solves the emotional, social, and progress jobs, it becomes meaningfully harder to substitute.

Jobs-to-be-done ladder

Souly wins when it moves from isolated sessions to a meaningful user job in everyday emotional self-management.

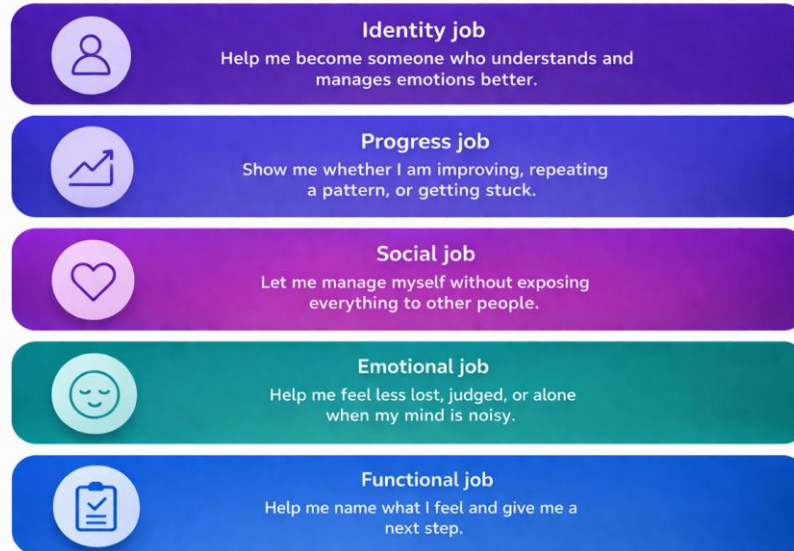


Figure 17. Jobs-to-be-done ladder for Souly.

This framing also explains why personalization matters so much. Users do not want generic support because generic support fails at the emotional and identity jobs. It may deliver words, but it does not feel like help. Souly must therefore build memory and specificity carefully enough to make users feel understood, but not so invasively that it triggers privacy discomfort.

7.4 CUSTOMER JOURNEY LOGIC

The launch journey should be designed around the way the user actually thinks.

- The first stage is awareness: the user sees Souly in a creator video, campus reference, or app-store search and thinks, “this might help when I feel overwhelmed.”
- The second stage is install: the user tries the app because the promise sounds low-friction and private.
- The third stage is activation: the app produces a useful first reflection quickly.
- The fourth stage is repeat use: the user comes back because the result felt relevant, not because a push notification nagged them.
- The fifth stage is trial and payment.

- The sixth stage is retained routine.



Figure 18. Souly's customer journey from discovery to paid retention.

The critical moment is between activation and repeat use. Many products get curiosity installs. Fewer get second-week habit formation. Souly's onboarding, first insight, trend visualization, and second-session experience must therefore be designed primarily for that transition.

7.5 SEGMENT AND PERSONA CONCLUSION

Souly should anchor the launch on one sentence: "we are building for a young adult who wants a private, useful, low-friction way to understand emotions and regain direction." That sentence is sharp enough to guide product, copy, pricing, and media. Anything that weakens that sentence should be treated with suspicion during launch planning.

Capítulo 8. PRODUCT STRATEGY AND LAUNCH

EXPERIENCE

8.1 *PRODUCT PRINCIPLES FOR THE FIRST RELEASE*

Five product principles should govern the launch release:

- First, time to first value must be short. A user should reach a useful first reflection in under one minute.
- Second, the product should default to the least exposing interaction mode, which is text.
- Third, outputs must feel specific enough to avoid the “generic AI” problem.
- Fourth, progress must be visible early so users understand that Souly is not just a conversation tool but a reflection system.
- Fifth, trust controls must be visible at the moment they matter.

These principles simplify roadmap decisions. If a feature slows onboarding, weakens privacy confidence, or creates spectacle without improving specificity, it should not be prioritized for launch.

8.2 *RECOMMENDED MVP SCOPE*

The launch MVP should include a quick emotional check-in, a fuller journal entry mode, immediate AI reflection, a visible trend dashboard, and a compact library of short guided actions. The quick mode matters because users asked for a simpler daily route. The fuller journal mode matters because some users want depth when they have time. The reflection engine matters because it creates the feeling of being accompanied. The trend dashboard matters because it translates repeated use into tangible value. The guided actions matter because users want the product to do more than label a feeling.

Optional voice notes can be included behind explicit permission and clear private-mode messaging, but they should not be central in the first launch narrative. Video should be treated as deferred or beta-only. Community features should remain out of scope for the first launch wave.

Table 2. MVP feature decision matrix

Capability	Launch status	Rationale	Primary KPI
Quick emotional check-in	Launch now	Reduces friction and supports repeat use	Activation rate
Text journal + AI reflection	Launch now	Core value proposition and preferred modality	Session helpfulness
Emotional trend dashboard	Launch now	Turns sessions into visible progress	D30 retention
Short guided actions	Launch now	Users want actionable support, not only labels	Action completion rate
Voice note mode	Optional beta	Some users like it privately, but trust language must be explicit	Opt-in rate
Video analysis	Defer	Low acceptance and high privacy discomfort for launch	N/A
Community / peer features	Defer	Lower immediate demand and high moderation overhead	N/A

Passive sensing	Defer	Raises privacy, cost, and explanation complexity too early	N/A
Privacy center + deletion controls	Launch now	Trust is part of the value proposition	Privacy control usage
Crisis resources and escalation	Launch now	Required for safe operation in the category	Escalation completion

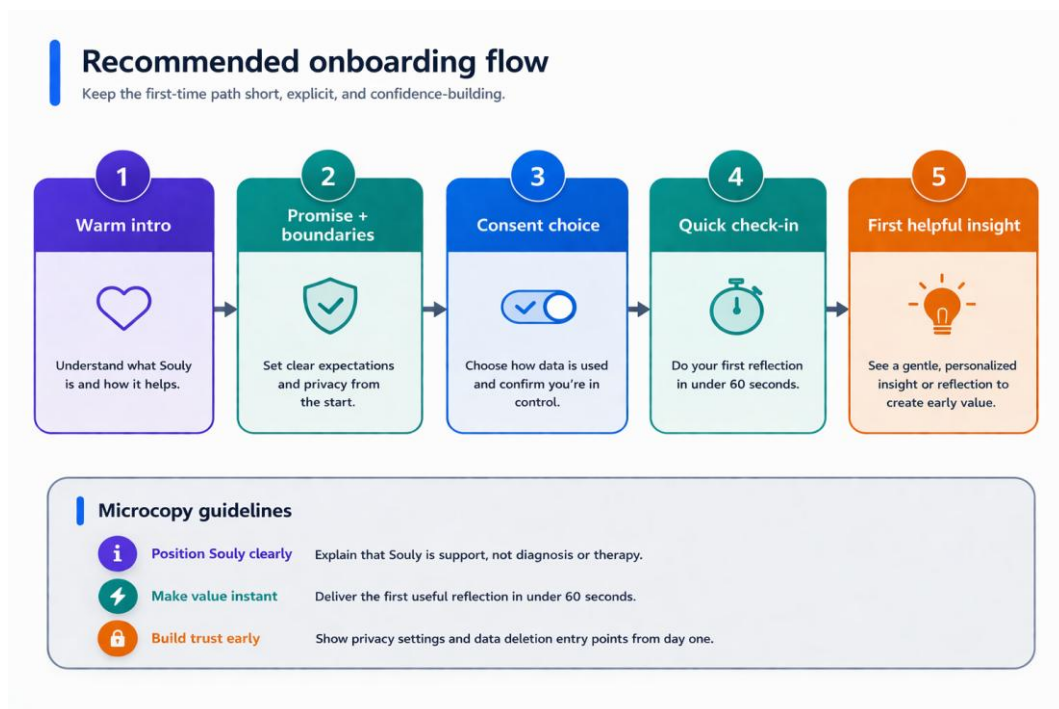


Figure 19. Recommended onboarding flow for the Spain B2C launch.

8.3 ONBOARDING REDESIGN

The onboarding sequence should explain promise, boundaries, and consent before it explains technology. A user should understand that Souly is for emotional reflection and support, that it is not therapy or emergency care, that they can control the data they share, and that they can begin

with a lightweight text check-in immediately. Consent requests should be contextual. If the user never chooses voice, there is no reason to ask for microphone access early.

The product should also include a visible privacy entry point during onboarding. This can be a short “your data and choices” panel that explains what gets stored, what can be turned off, and how deletion works. Many apps hide this in settings. For Souly, bringing it forward is a trust advantage.

8.4 *EXPERIENCE ARCHITECTURE AND HABIT DESIGN*

Souly should not attempt to build habit through pressure. The category is too intimate for heavy-handed gamification. Instead, it should build habit through usefulness and continuity. A helpful pattern is: quick check-in, response, suggestion, follow-up question, later progress cue. If users can see that the app notices repeated emotional patterns over time, the product starts to feel like a reflective tool rather than a one-off chat.

Visible progress is especially important because it improves both retention and monetization. When users can see how moods cluster around deadlines, social situations, sleep, or other repeated contexts, the product crosses from comforting novelty into practical self-management. This is one of the clearest premium-value levers available to Souly.

Launch product architecture

The MVP should combine fast entry, meaningful reflection, visible progress, and a visible trust layer.

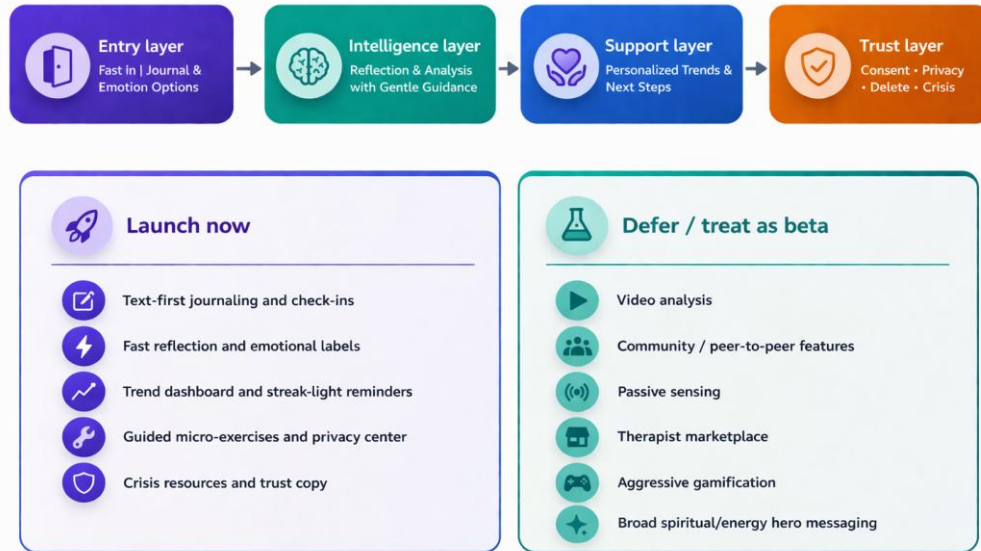


Figure 20. Launch product architecture and feature stack.

8.5 CONTENT STRATEGY, TONE, AND RESPONSE DESIGN

Souly's tone should be warm, calm, and emotionally literate, but never vague. Users should feel accompanied, not flattered. The product should avoid overblown affirmations and avoid sounding like a generic large-language-model answer. A useful tone formula is: reflect, clarify, suggest, and optionally invite one next action. In other words, show the user that the system heard them, help structure the feeling, offer a concrete next step, and then leave enough space for agency.

The content strategy should prioritize short, repeatable modules over long libraries. Examples include two-minute grounding flows, short reframing prompts, sleep or exam stress micro-programs, emotional naming exercises, and weekly summaries. That is more aligned with the student and young-adult segment than a giant meditation catalog.

8.6 *PRODUCT RECOMMENDATION SUMMARY*

If Souly wants to maximize launch success, it should be ruthless about removing anything that is not part of the core job. The right first product is not bigger. It is sharper, calmer, faster, and more trustworthy. That is how it becomes memorable enough to survive a crowded market.

Capítulo 9. TRUST, SAFETY, PRIVACY, AND AI GOVERNANCE

9.1 POSITIONING BOUNDARIES: WHAT SOULY IS AND WHAT IT IS NOT

Souly should explicitly position itself as a wellbeing and emotional reflection product. It should not describe itself as a therapist, a clinical treatment pathway, or an emergency resource. This is not only a regulatory precaution. It is a clarity benefit. Users do not need Souly to pretend to be something larger than it is. They need it to be reliable within its real role.

This boundary should appear in three places: onboarding, app-store copy, and crisis moments. In onboarding, the product should state what kind of support it provides. In marketing, it should avoid medical claims. In higher-risk conversations, it should switch from reflective tone to guided escalation and resource presentation.

9.2 PRIVACY DESIGN AS PART OF THE USER EXPERIENCE

Most apps treat privacy as compliance furniture. Souly should treat privacy as product design. The internal research makes this unavoidable. Users are concerned about how emotional data is stored, how voice or video is handled, and whether intimate inputs might be judged or exposed. The best strategic response is radical clarity. Explain the data choices early. Keep modality permissions granular. Show the difference between temporary analysis and stored memory. Give deletion and consent withdrawal obvious entry points.

Trust also depends on defaults. Text should be the default because it is the least exposing mode. Voice should be opt-in. Video should not be defaulted or foregrounded. Personalized memory should be transparent and controllable. If a user wants high specificity without long-term memory, Souly can offer session-based reflection without forcing persistent storage.

Operationally, Souly should maintain encryption in transit and at rest, short retention policies where possible, careful access controls, and documented data-governance roles. Even if some of these do not appear visibly to the user, they still support a launch narrative that can be honestly communicated.

9.3 SAFETY ESCALATION AND CRISIS HANDLING

A consumer emotional-support app cannot behave as though all user inputs are low risk. Souly needs a visible escalation logic for self-harm language, crisis signals, and high-distress scenarios. That does not mean the app must become an emergency service. It means the app must recognize its limits and route users responsibly.



Figure 21. Recommended safety and crisis escalation workflow.

A strong crisis flow should do three things. First, it should acknowledge distress clearly and respectfully. Second, it should provide appropriate resources, including the 024 helpline in Spain and emergency options such as 112 when relevant. Third, it should avoid trapping urgent help behind product friction or subscription paywalls. This is both ethically necessary and strategically

important. A product that behaves irresponsibly during high-distress moments will not survive stakeholder or public scrutiny.

9.4 AI GOVERNANCE AND MODEL OPERATIONS

AI governance should be treated as part of launch readiness. Souly should document which models are used for which tasks, what prompts or structured logic shape outputs, how risky content is flagged, and how performance is reviewed. The goal is not to create a massive governance bureaucracy. The goal is to make sure the company can answer practical questions: what does the model do, how do we know it is behaving acceptably, and what happens when it fails.

A bounded model strategy is preferable at launch. Use the smallest model that can produce the required quality for routine reflections. Reserve heavier or more expensive processing for premium or high-importance moments. This reduces cost, improves speed, and limits the temptation to over-engineer responses. It also supports the environmental KPI layer proposed later in this report.

9.5 TRUST COMMUNICATIONS AND PROOF POINTS

Souly should deliberately communicate trust through product copy, creator messaging, and app-store presence. The trust message should include four proof points: private by design, clear boundaries, user control, and meaningful usefulness. The company should also consider lightweight professional review of content architecture or response frameworks, not because it wants to become clinical, but because professional review can strengthen external credibility.

9.6 TRUST SECTION CONCLUSION

In this category, trust is not a legal appendix. It is the foundation of retention and monetization. Souly does not need to be perfect to launch, but it does need to be visibly honest, bounded, and careful. A trust-first launch is not slower. It is the fastest route to a sustainable brand.

Capítulo 10. BUSINESS MODEL AND PRICING

ARCHITECTURE

10.1 REVENUE LOGIC FOR SOULY'S B2C LAUNCH

Souly's economic engine should be simple enough for users to understand and strong enough for stakeholders to model. The recommended structure is freemium with one premium family and two billing cadences: monthly and annual. The free tier must have enough utility to prove value, because this is a category where many users have never paid before. The premium tier must unlock visibly deeper value, not just remove artificial limits.

This matters because emotional-support products are not impulse commodity purchases. The user must feel that payment improves continuity, insight, and self-management rather than merely buying more chat volume. Premium therefore should be associated with better pattern recognition, richer reflection, and structured programs rather than only larger token limits.

10.2 RECOMMENDED PRICING ARCHITECTURE



Figure 22. Recommended pricing ladder for Souly.

The recommended list prices are €6.99 per month and €49.99 per year. This structure is strong for four reasons. First, it sits within the believable willingness-to-pay range observed in Souly's internal research. Second, it remains accessible relative to premium global wellbeing apps. Third, it encourages annual retention without requiring aggressive price anchoring. Fourth, it fits the younger Spanish target segment better than a high-ticket monthly structure would.

The annual plan is intentionally attractive because it aligns with the product logic. Emotional support and progress tracking become more valuable over time. If the product works, annual purchase is a natural fit. However, annual conversion should not be forced too early. Early in the journey, users need confidence that Souly is worth the commitment. This is one reason why a well-designed trial matters.

10.3 FREE TIER DESIGN

The free tier should include quick check-ins, basic journaling, a limited number of reflections per week, simple emotional trends, and crisis resources. This is enough for users to understand what the product is and to compare it against substitutes. It is not enough for the product to feel fully complete. That is the right balance.

Premium should unlock unlimited or meaningfully deeper reflection, advanced trends, structured multi-day programs, richer personalization and memory, and more flexible reminder settings. In other words, premium should not merely increase quantity. It should deepen usefulness. If Souly treats premium as a hard paywall on basic emotional support, it will damage trust and likely harm conversion.

10.4 TRIAL AND PROMOTIONAL LOGIC

The default trial recommendation is fourteen days. This is a strong baseline because it is longer than the common one-week subscription norm while still operationally manageable. Creator or campus referral codes can extend access to twenty-one days where a longer trust-building period improves conversion. This should be treated as a distribution lever rather than a permanent universal policy.

Promotions should be selective. Souly should avoid creating a permanent discount culture. The right use of promotions is to support launch bursts, student-specific windows, campus activations, gifting, or creator partnerships with controlled messaging. A premium product in a trust-sensitive category should not appear to be constantly “on sale.”

10.5 REVENUE RISKS AND GUARDRAILS

The biggest revenue risk is not an incorrect price point in isolation. It is weak perceived value. If the product feels generic, users will compare it to free chatbots and churn. If the free tier is too restrictive, they will never understand what they are missing. If the premium value is too soft, they will not upgrade. If the trial is too short, they will not build conviction. These are product and growth issues disguised as pricing issues.

Table 3. Recommended pricing model

Plan	List price	What the user gets	Commercial role
Free	€0	Quick check-in, basic journal, limited reflections, basic trends, crisis resources	Prove value and reduce substitution risk
Premium Monthly	€6.99	Unlimited reflections, advanced trends, programs, deeper personalization, reminder controls	Flexible upgrade for users proving fit
Premium Annual	€49.99	All premium features at lower monthly equivalent	Retention and stronger annual contribution
Referral-coded trial	14 to 21 days	Temporary premium access via creator or campus source	Trust-building and source-level conversion lift

10.6 PRICING CONCLUSION

Souly should enter with pricing that feels fair, legible, and aligned with the segment's spending reality. The business does not need exotic monetization to work. It needs a well-built free tier, a clearly better premium tier, and a trial structure that supports emotional trust rather than artificial urgency.

Capítulo 11. GO-TO-MARKET STRATEGY

11.1 BRAND AND MESSAGING PRINCIPLES

The launch brand message should be direct, useful, and human. Souly should not describe itself as an all-purpose mental-health platform. It should not lean first on vague lifestyle wellness language either. The right launch frame is: a private, supportive, emotionally intelligent tool that helps me understand what I feel and what to do next.

That messaging should appear consistently in store copy, creator scripts, landing pages, onboarding, and referral materials. Souly wins when the same message repeats across touchpoints: fast, private, useful, specific. Every extra layer of brand complexity should be treated carefully during the first launch period.

11.2 CHANNEL STRATEGY OVERVIEW

Souly should not try to buy scale before it buys understanding. The recommended channel system is creator-led acquisition, campus ambassador programs, app-store discoverability, referral loops, and targeted performance media only after creative and retention signals strengthen. This mix is recommended because it suits the product. Souly is easier to explain through real use demonstrations, stories, and peer-like trust than through generic broad-reach ads.

Year-1 channel mix recommendation

Put more budget into the channels that can explain trust, demonstrate product value, and compound through word of mouth.



Figure 23. Recommended Year 1 channel mix for Souly's Spain B2C launch.

11.3 CREATOR STRATEGY

Creators should be a primary channel because they can demonstrate the product's emotional use case in a short, socially native way. The focus should be on micro and mid-sized Spanish creators whose audiences overlap with university life, self-improvement, emotional wellbeing, productivity, lifestyle, or gentle mental-health-adjacent content. The selection rule is not follower count alone. It is trust fit.

Creator content should show real use moments rather than polished corporate messaging. Examples include "what I do when I feel overwhelmed before exams," "the app I used when my thoughts were messy," or "how I track emotional patterns during stressful weeks." These are stronger than abstract "download this app" promotions because they let the audience understand the job Souly performs.

Creator relationships should also be contractually disciplined. Paid placements need disclosure. Messaging boundaries need review. No creator should suggest that Souly replaces therapy or emergency care. This is both a compliance and brand-protection requirement.

11.4 CAMPUS AMBASSADOR STRATEGY

Campus ambassadors are strategically attractive because the beachhead segment is concentrated in universities and social proof matters heavily in this audience. A good campus program would not only distribute codes. It would generate authentic social proof, lightweight community presence, product feedback, and event-based trial bursts around high-stress periods such as exams.

The right campus model is small and testable at first. Start with a handful of universities, recruit ambassadors with genuine audience credibility, equip them with clear scripts and referral codes, and run short cycles tied to specific moments: exam season, back-to-campus windows, or transition periods. Success should be measured not by poster distribution or impressions but by activations, retained usage, and cost per activated user.

11.5 ASO, SEO AND PRODUCT-LED LOOPS

App-store optimization is especially important because many users will still search directly when they hear about a product socially. Souly should optimize around keywords such as mood tracker, emotional diary, wellbeing app, anxiety support, and related Spanish-language terms, but the metadata should stay aligned with what the product really does. Over-promising will hurt store conversion and review trust.

The product itself should support growth loops. Visible progress, shareable but privacy-safe summaries, referral prompts after meaningful moments, and review asks timed to positive product experiences can all strengthen low-cost growth. The goal is not virality in the entertainment sense. It is compounding trust.



Figure 24. Souly's core growth loop.

11.6 LIFECYCLE MARKETING AND CRM

Lifecycle communication should be calm and sparse rather than noisy. The first week should teach value, not push upsell. Messaging should help users return for a second and third meaningful session, point out emerging patterns, and introduce premium features only when the user has a reason to care. Pushes, email, and in-app prompts should all be configurable, because the research shows mixed appetite for reminders.

A strong lifecycle sequence includes first-session reinforcement, second-day gentle return prompts, week-one progress cues, and trial-stage explanation of what premium changes. For churn-risk users, the right message is not “come back, you forgot your streak.” It is “here is one thing Souly noticed that may help you right now.”

11.7 FUNNEL ASSUMPTIONS AND OPERATING TARGET

The growth target should not be raw install volume. It should be efficient movement through the funnel: visit to install, install to activation, activation to repeat use, repeat use to trial, and trial to paid. The recommended base-case funnel is deliberately demanding. It assumes that Souly will only scale spend once activation and retention metrics justify it.

Base-case acquisition-to-paid funnel

Souly's first-year growth will depend more on activation and trial quality than on top-of-funnel volume alone.

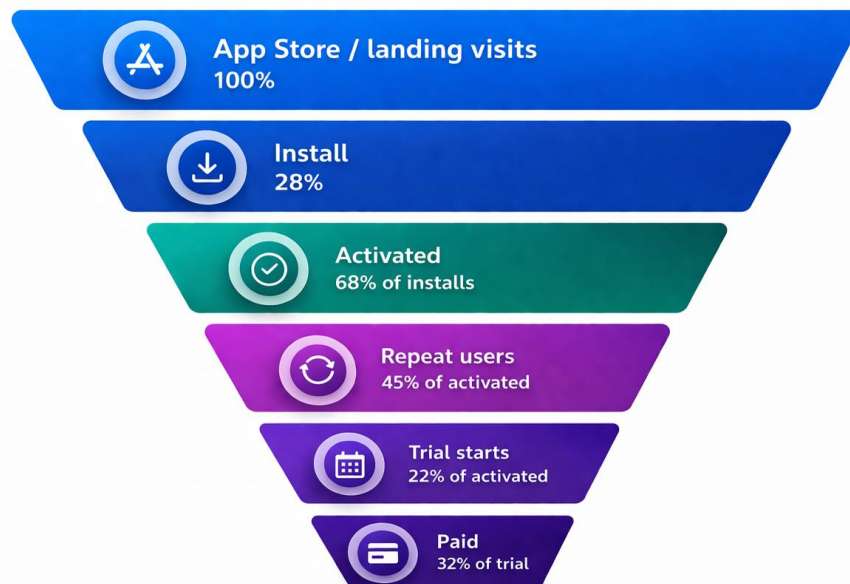


Figure 25. Base-case acquisition-to-paid funnel used for launch planning.

Table 4. Suggested Year 1 channel budget allocation

Channel	Budget share	Role in funnel	Primary success metric	Guardrail
Creators / influencer seeding	35%	Awareness + trust explanation	Activated users per creator	Disclosure compliance

Campus ambassadors	20%	Concentrated peer credibility and trial bursts	Cost per activated user	Retention by campus
ASO + app store search	15%	Capture intent after social or word-of-mouth discovery	Store conversion rate	Paid traffic leakage
Paid search / paid social	12%	Controlled demand capture and retargeting	CAC to first payment	Payback period
CRM / lifecycle	10%	Improve return rates and trial conversion	D14 reactivation	Notification opt-out rate
Experiments / partnerships	8%	Learn new pockets of demand without full commitment	Experiment ROI	Operational distraction

11.8 GO-TO-MARKET CONCLUSION

The right launch motion for Souly is intimate rather than loud. The brand needs channels that can explain feeling, privacy, and usefulness in human language. That is why creators, campus nodes, referrals, and app-store presence lead the plan. Paid scale belongs later, after the product has earned better economics.

Capítulo 12. OPERATING MODEL AND EXECUTION TIMELINE

12.1 TEAM DESIGN FOR A LEAN BUT CREDIBLE LAUNCH

Souly does not need a large organization to launch well, but it does need clear role ownership. A lean operating model for the first year includes a product and strategy owner, engineering ownership, growth and channel ownership, design and content support, and part-time clinical or psychological advisory input. Trust and privacy responsibility should not be “somebody else’s extra task.” It should be clearly assigned, even if the team is small.

In practice, the most dangerous operating failure at launch is ambiguity. If nobody owns creator compliance, it will fail. If nobody owns response quality review, the product will drift. If nobody owns analytics instrumentation, the team will argue without evidence. The operating model therefore needs explicit decision owners even before headcount expands.

Table 5. Lean operating model for the first year

Role	Core responsibilities	Suggested mode
Product / strategy lead	Roadmap, priorities, pricing, growth alignment, cross-functional decision making	Full-time founder or lead
App / AI engineer	Core app stability, model integration, routing, analytics instrumentation, performance	Full-time
Growth lead	Creator program, campus pilots, ASO, referral loops, funnel reviews	Full-time

Design and content	Onboarding, UX polish, tone system, program packaging, creative assets	Part-time / freelance blend
Clinical / psychological advisor	Boundary review, crisis language, content review, risk perspective	Part-time advisory
Ops / support owner	User support, creator operations, incident logging, internal launch coordination	Part-time then scale if needed

12.2 12-MONTH ROADMAP

The first year should be split into four blocks. The first block is launch readiness: privacy hardening, onboarding rewrite, content pack assembly, instrumentation, and channel preparation. The second block is launch and early optimization: creator seeding, campus pilots, store optimization, paywall testing, and first retention improvements. The third block is product deepening: richer programs, stronger analytics, and referral mechanics. The fourth block is scale evaluation: adjacent segment tests, B2B2C pilots, and expansion readiness only if the core metrics justify it.

12-month execution roadmap

The first year should prioritize launch readiness, retention proof, and disciplined channel scaling before broader expansion.

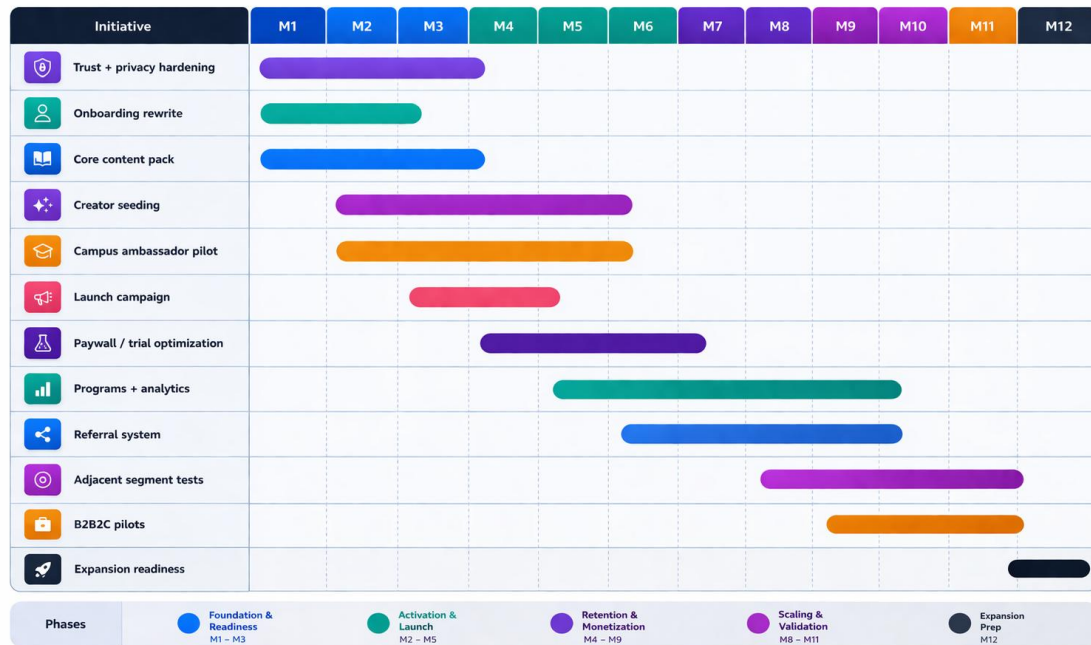


Figure 26. Recommended 12-month execution roadmap.

The roadmap is intentionally retention-heavy. Many early apps over-rotate toward new features in month three because acquisition is emotionally exciting. Souly should resist that. The correct priority after launch is to understand who is returning, why they are returning, and which parts of the experience make the product feel specific rather than generic.

12.3 GOVERNANCE CADENCE AND LAUNCH RITUALS

A strong operating rhythm matters as much as a smart strategy. Souly should run weekly growth and product reviews, monthly metric reviews, and quarterly strategic gate reviews. Weekly reviews should focus on funnel movement, user feedback, and product incidents. Monthly reviews should cover retention cohorts, channel efficiency, pricing experiments, and trust or safety signals. Quarterly reviews should ask whether the next phase of expansion has actually been earned.

The launch itself should also be ritualized. Before public release, the team should run a launch-readiness checklist covering app-store submission, privacy copy, crisis routing, analytics QA,

payment flow QA, creator disclosure language, referral code tracking, and support-response playbooks. Operational quality creates strategic confidence.

12.4 OPERATING MODEL CONCLUSION

Souly's launch does not need complexity. It needs crisp ownership, a measured roadmap, and a review cadence that forces learning. The product will improve faster if the team knows exactly what it is trying to prove during each quarter.

Capítulo 13. KPI SYSTEM AND EXPERIMENTATION PLAN

13.1 THE RIGHT NORTH STAR

The wrong north star for Souly would be total downloads, time spent, or total messages exchanged. Those metrics are easy to inflate and weakly tied to real value. The recommended north star is Weekly Helped Users: users who complete meaningful sessions and rate or signal that the interaction was useful. This metric ties together product quality and user value more honestly than vanity growth metrics do.

A good north star also supports stakeholder alignment. Product, growth, and retention can all work toward Weekly Helped Users without creating perverse incentives. If the number goes up while privacy complaints or churn also rise, the broader KPI tree will catch the contradiction. That is why the north star needs a supporting system.

KPI tree for the launch

The north star should combine use and perceived benefit, not just traffic or time spent.

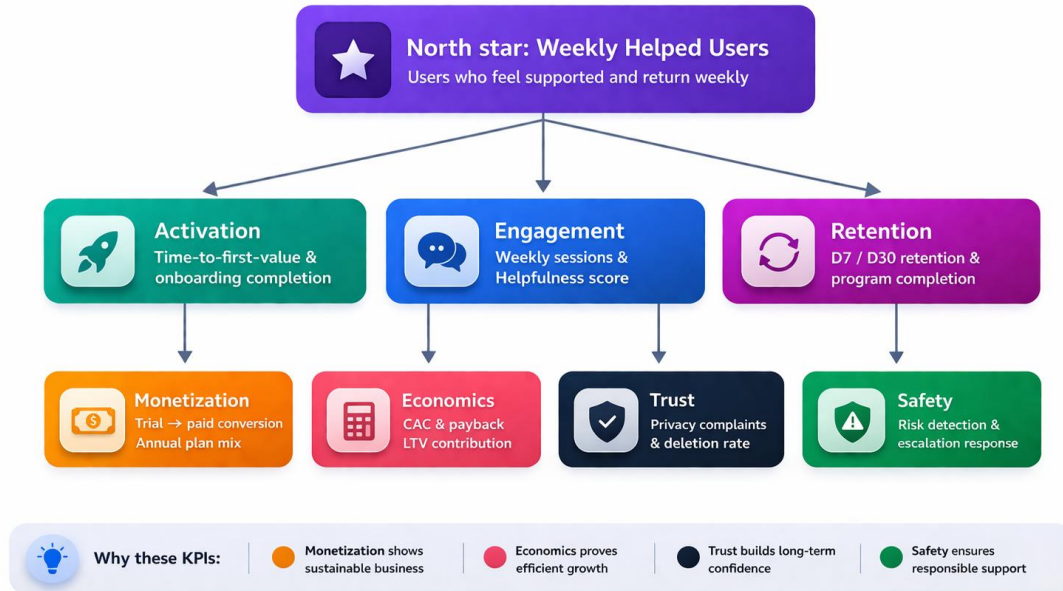


Figure 27. KPI tree for the Souly launch.

13.2 SCORECARD DESIGN

Souly should run a launch scorecard across six KPI families: activation, engagement, retention, monetization, trust and safety, and efficiency. Activation includes onboarding completion, time to first value, and first-session helpfulness. Engagement includes weekly sessions per active user and share of users completing a guided action. Retention includes D7, D30, and program completion. Monetization includes trial-start rate, trial-to-paid, annual mix, and revenue per paying subscriber. Trust and safety include privacy complaint rate, deletion rate, high-risk detection, escalation completion, and severe incident count. Efficiency includes CAC, payback period, and inference cost per active user.

Table 6. Launch scorecard structure

KPI family	Primary metrics	Target direction	Review cadence
Activation	Onboarding completion, time-to-first-value, first-session helpfulness	Up	Weekly
Engagement	Weekly sessions per active user, guided-action completion, dashboard views	Up	Weekly
Retention	D7, D30, D90, program completion	Up	Weekly + monthly cohort review
Monetization	Trial-start rate, trial-to-paid, annual mix, payer ARPU	Up	Weekly + monthly
Trust & Safety	Privacy complaints, deletion rate, escalations completed, severe incident count	Complaints down, safe completion up	Weekly
Efficiency	CAC, payback, contribution margin, inference cost per active payer	CAC and cost down; margin up	Monthly
Environmental	Compute per session, storage retained per active user, model mix efficiency	Down	Monthly

13.3 EXPERIMENT BACKLOG

The first-year experimentation roadmap should be practical rather than academic. Priority experiments include alternative onboarding copy, privacy-message framing, first-session response style, quick-check-in design, paywall timing, trial length by source, reminder frequency settings, progress dashboard variants, and creator-message angles. Each experiment should be linked to one primary KPI and one guardrail metric. For example, a paywall experiment should not only measure conversion. It should also watch D14 retention and deletion requests.

The company should resist broad simultaneous experimentation in the first six weeks. Early learning is more useful when test interpretation is clean. A smaller number of high-signal experiments is better than many overlapping changes that cannot be attributed.

13.4 MEASUREMENT INFRASTRUCTURE

Instrumentation must be built before the launch burst, not after. At minimum, Souly should event-track onboarding progression, permissions granted, session starts, quick check-ins, journal completions, reflection views, guided-action completions, trend-dashboard views, trial starts, purchase completions, cancellation requests, support events, crisis-resource presentations, and deletion or privacy-control usage.

The point of measurement is not surveillance. It is operational visibility. Souly cannot manage its funnel, retention, or safety if it only sees revenue and downloads. Instrumentation is how the company learns which parts of the experience produce user value and which parts create drop-off or distrust.

13.5 KPI CONCLUSION

What gets measured shapes what gets built. If Souly measures only acquisition, it will optimize noise. If it measures usefulness, retention, trust, and contribution together, it will build a healthier business. That is why the KPI system in this report is designed as a control system, not just a dashboard.

Capítulo 14. FINANCIAL MODEL, BREAK-EVEN, AND SENSITIVITY ANALYSIS

14.1 PLANNING ASSUMPTIONS

The financial model in this report is a launch-planning model, not a guarantee of outcome. It assumes a lean operating structure, modest but real growth spend, app-store or payment fees, variable AI and cloud cost per active paying subscriber, and a revenue mix between monthly and annual plans. The base case assumes that Premium Monthly is priced at €6.99, Premium Annual at €49.99, 40 percent of active payers are on monthly billing, 60 percent are on annual billing once the model matures, platform and payment leakage averages 15 percent, and variable AI, cloud, and support cost is around €0.90 per active paying subscriber per month.

Fixed operating cost in the base case is modeled at approximately €22.5 thousand per month, which includes lean staffing, design and content support, legal and admin overhead, and baseline tools and infrastructure. Ongoing growth spend is modeled separately at approximately €8 thousand per month in the fully loaded case. This creates two relevant break-even thresholds: one for the operating model and one for the operating model plus continuous growth investment.

Table 7. Planning scenarios and derived economics

Variable	Conservative	Base	Upside
Monthly price	€6.49	€6.99	€7.49
Annual price	€44.99	€49.99	€54.99
Annual mix	50%	60%	60%

Fee leakage	20%	15%	15%
Variable cost / payer / month	€1.10	€0.90	€0.80
Fixed opex / month	€24,000	€22,500	€23,000
Growth spend / month	€10,000	€8,000	€8,000
Blended contribution / payer / month	€3.00	€3.60	€4.08
Operational break-even payers	8,012	6,248	5,632
Fully loaded break-even payers	11,350	8,469	7,591
CAC payback	7.0 months	4.4 months	2.9 months

14.2 UNIT ECONOMICS LOGIC

Under the base-case blended mix, Souly generates approximately €5.30 in gross monthly revenue per active payer, €4.51 after app-store or payment leakage, and about €3.61 in monthly contribution after direct variable serving cost. That is a respectable contribution profile for a trust-sensitive B2C app at this price point. It is also fragile enough that poor retention, overly generous discounting, or rising model cost can damage it quickly.

Illustrative monthly unit economics per active paying subscriber

Base-case planning assumptions: 40% monthly mix, 60% annual mix, 15% platform/payment fee, and €0.90 variable AI/cloud/support cost.



Figure 28. Base-case monthly unit economics per active paying subscriber.

The most important observation is that Souly does not need very high price to become economically rational. It needs healthy contribution margin and efficient acquisition. That is why the recommended model prefers a fair accessible price and strong retention over a premium price and weak habit formation.

14.3 BREAK-EVEN VIEW

Using the base-case contribution estimate, operational break-even appears at roughly 6.2 thousand active paying subscribers. Fully loaded break-even, including planned growth spend, appears around 8.5 thousand. These numbers are important because they translate strategic discipline into a concrete operating target. Souly does not need millions of users to validate the business. It needs several thousand retained, paying users in one market.

Break-even path under the base case

Two lines matter: operational break-even and fully loaded break-even including ongoing growth spend.

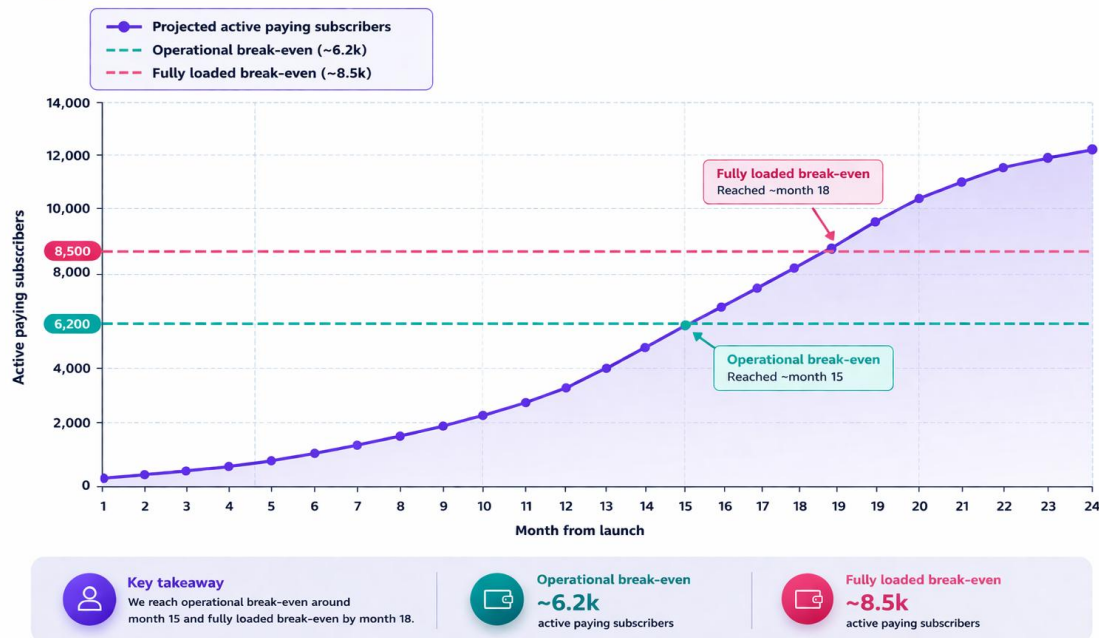


Figure 29. Break-even path under the base case.

The base-case subscriber ramp used in this report suggests that operational break-even can be reached around months 15 to 16 and fully loaded break-even around months 18 to 19 if activation, conversion, and retention improve in line with the recommended execution plan. This is not fast-growth fantasy. It is a disciplined mid-term path. The model becomes more attractive if referral and annual-plan performance are strong. It becomes weaker if paid acquisition is scaled before the funnel matures.

14.4 SCENARIO ANALYSIS

Three scenarios are modeled. In the conservative case, conversion is weaker, price realization is softer, annual mix is lower, and growth spend remains high relative to retained payer growth. In that scenario, fully loaded break-even may require more than 11 thousand active paying users and may take closer to 30 months. In the base case, fully loaded break-even requires about 8.5 thousand active payers with a roughly 18 to 24 month path. In the upside case, stronger price realization, better conversion, lower effective variable cost, and more efficient organic loops lower fully loaded break-even toward the 7 to 7.5 thousand range and can move break-even earlier.

The scenario logic is useful because it highlights what management can control. Souly cannot control Spain's macroeconomy. It can control activation quality, trust communication, channel mix, price presentation, and product specificity. Those are the levers most likely to move the outcome between the conservative and base case.

14.5 SENSITIVITY ANALYSIS

Sensitivity analysis shows that Souly's break-even threshold is most exposed to realized price, trial-to-paid conversion, and churn. Platform fees, variable AI cost, and fixed operating spend matter, but not as much as the product and commercial variables tied directly to user perception and retention. That is strategically encouraging. It means the most important financial variables are not purely exogenous. They can improve if the product gets better.

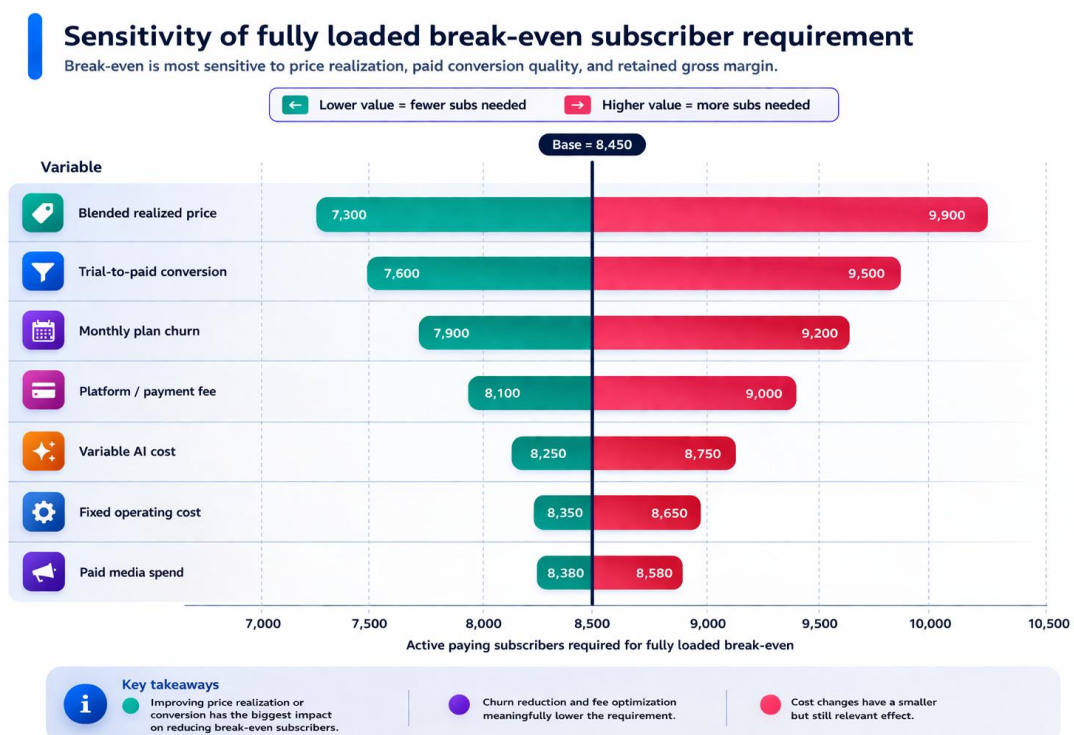


Figure 30. Sensitivity of fully loaded break-even subscriber requirement.

One implication is that Souly should treat price tests carefully. Aggressively discounting the product may raise trial starts but harm perceived value and future revenue realization. Another implication

is that spending engineering effort on response quality, speed, and personalization may generate better financial return than adding a marginal new feature category.

14.6 RISK MATRIX AND FINANCIAL DISCIPLINE

Financial planning should be paired with a risk view. The most dangerous launch risks are not only accounting risks. They are strategic and operational risks that eventually become financial: privacy backlash, technical instability, generic product perception, weak second-week retention, and uncontrolled acquisition cost.



Figure 31. Launch risk matrix for Souly's B2C rollout.

Souly should therefore run financial discipline through milestone gates. If D30 retention remains weak, paid scaling should pause. If privacy complaints rise materially, marketing claims should pause until the trust layer is strengthened. If inference cost rises faster than expected, premium response depth or model routing should be reviewed before headcount is expanded.

14.7 FINANCIAL CONCLUSION

Souly's B2C launch can work financially, but not as a vanity-growth product. It has to become a retained, useful, fairly priced service with controlled direct cost and channel efficiency. The economics reward product discipline more than product sprawl.

Capítulo 15. EXPANSION PATHS BEYOND THE INITIAL LAUNCH

15.1 ADJACENT SEGMENTS INSIDE SPAIN

The most natural first expansion is not geographic. It is demographic. Once Souly proves itself with the 18 to 24 student and first-jobber segment, the next logical audience is the 25 to 34 young professional segment in Spain. This group may support higher monetization over time and may value more structured programs, deeper analytics, and stronger routine-building features.

The product should not move there too early. The company first needs proof that its current promise is sticky. If Souly tries to widen to young professionals before the student segment is working, it will mostly be widening confusion.

15.2 B2B2C AS A SECONDARY ROUTE

Even though this report is focused on B2C launch, stakeholders should view B2B2C as an attractive later adjacency. Universities, student support systems, and eventually selected employers could become distribution partners once Souly has better evidence around retention, helpfulness, and safety. B2B2C has two advantages: lower effective acquisition cost and stronger legitimacy. But it also requires better reporting, stronger procurement-facing privacy documentation, and a clearer outcomes story.

For that reason, B2B2C should be treated as a second-wave option rather than the primary launch route. It is more valuable when the company already knows which product behaviors predict meaningful user outcomes.

15.3 INTERNATIONAL EXPANSION LOGIC

If Souly expands internationally after Spain, the most efficient path is likely through Spanish-speaking markets rather than immediate multilingual expansion. The advantage is obvious: language and tonal adaptation cost stays lower, and parts of the content stack remain reusable. However, international expansion should still be sequenced carefully because payment behavior, trust expectations, and regulatory environments differ across countries.

A useful phase order is: Spain beachhead, Spain adjacent professional segment, Spain B2B2C experiments, and then selected Spanish-speaking LATAM markets. This preserves learning continuity and allows Souly to refine pricing and channel playbooks before entering markets with different monetization profiles.



Figure 32. Recommended expansion path after the initial Spain B2C launch.

15.4 GATING CONDITIONS BEFORE EXPANSION

The company should not expand based on instinct or excitement. It should expand only when a defined gate is met. Suggested gates include D90 retention above 25 percent in the beachhead segment, fully loaded CAC payback below five months, privacy complaint rate below 0.3 percent of

active users, a stable crisis-escalation playbook, and product evidence that annual subscribers renew or remain engaged at acceptable rates.

Table 8. Gates that should be met before expansion

Gate	Threshold	Why it matters
Beachhead retention	D90 retention above 25%	Proves the core proposition is habit-forming enough to scale
CAC payback	Below 5 months on blended paid cohorts	Protects cash while widening channels or segments
Trust quality	Privacy complaint rate below 0.3% of active users	Confirms the trust layer is operationally stable
Safety stability	Documented crisis flow with low incident leakage	Necessary before wider reach or B2B2C conversations
Monetization health	Consistent trial-to-paid and annual mix trend	Shows the commercial model is not driven by one-off spikes

15.5 EXPANSION CONCLUSION

The correct mindset is sequence before scale. Souly can become broader later, but it should first become repeatable. Stakeholder value is created when expansion happens from strength, not from impatience.

Capítulo 16. FINAL RECOMMENDATIONS AND 180-DAY ACTION PLAN

16.1 THE FIVE CRITICAL DECISIONS

Souly should make five non-negotiable launch decisions now. First, launch with a narrow beachhead: Spanish adults aged 18 to 24. Second, lead the product with text, speed, visible progress, and privacy; keep voice optional and video non-central. Third, price accessibly at €6.99 monthly and €49.99 annual with a meaningful free tier and a 14-day default trial. Fourth, build growth through creators, campuses, referrals, and app-store discoverability rather than broad performance marketing. Fifth, treat trust and safety as core product architecture, not as compliance afterthoughts.

Table 9. Non-negotiable launch decisions

Decision area	Recommendation	Why it matters	Primary owner
Segment	Launch with Spanish adults aged 18-24	Best overlap between need, fit, reach, and price sensitivity	Product + Growth
Product shape	Text-first, quick check-ins, journaling, trend dashboard, guided actions	Fits modality trust and low-friction usage	Product
Modalities	Voice optional; video non-central at launch	Research strongly favors text and raises privacy discomfort for video	Product + Privacy

Pricing	Freemium + €6.99 monthly + €49.99 annual	Accessible but serious pricing band for the target segment	CEO / Finance
Channels	Creators, campuses, referrals, ASO first	Lower CAC and better explanation of a trust- sensitive product	Growth

16.2 FIRST 90 DAYS AFTER INTERNAL GO DECISION

In the first 90 days, the company should finalize the launch MVP, rewrite onboarding around promise and privacy, complete crisis and escalation flows, instrument the KPI system, recruit and contract the first creator set, design the initial campus pilot, and prepare the app-store and landing assets. The internal goal in this phase is not growth. It is launch readiness with confidence.

The team should also define a content cadence for the first three months post-launch. That means short guided exercises, weekly summaries, structured exam-stress or overwhelm packs, and creator-linked journeys that can be followed inside the app. The product needs enough content breadth to feel alive, but not so much that the team cannot maintain quality.

16.3 DAYS 91 TO 180 AFTER PUBLIC LAUNCH

After public launch, the next 90 days should focus on three loops: activation optimization, retention improvement, and channel learning. The team should compare creator cohorts, campus cohorts, and app-store cohorts; test privacy framing and paywall timing; improve response specificity; and tighten the quick-check-in to second-session path. If retention does not strengthen, paid acquisition should remain conservative.

At the end of 180 days, Souly should know whether the beachhead segment is truly working. The company should be able to answer three questions with evidence: do users come back, do they convert, and do they trust the product enough to share emotionally meaningful input over time? If

the answer is yes, the next scaling decisions become credible. If not, the right move is refinement, not expansion.

16.4 FINAL CONCLUSION

Souly does not need to become the biggest wellness app in Spain to create stakeholder value. It needs to become the most believable product in a very specific emotional use case. The research supplied for this project already shows the path: people want support that is private, specific, fast, and not overly clinical. Spain provides the right digital and cultural environment for that proposition. The remaining task is execution discipline.

If Souly launches narrowly, communicates clearly, prices fairly, and measures what matters, it can convert early product curiosity into a durable B2C position. That is the strategic opportunity this report recommends pursuing.

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Capítulo 18. APPENDIX A - DETAILED TABLES AND ASSUMPTIONS

18.1 ADDITIONAL ASSUMPTION NOTES

The financial model assumes that annual plans become more important after the first few months rather than from day one. It also assumes that fixed team cost remains lean and that content is created in a modular way rather than through a large expensive library. The growth plan assumes that creators and campus programs can reduce blended CAC meaningfully relative to pure performance media. The product plan assumes that better personalization and progress visualization improve both conversion and retention.

These assumptions should be reviewed quarterly. The goal is not to preserve them. The goal is to replace them with Souly's own observed numbers as soon as the product is live.

Table 9. Launch risk register

Risk	Early warning signal	Mitigation	Owner
Privacy backlash	Spike in deletion requests, support complaints, negative reviews mentioning surveillance	Sharpen consent copy, reduce unnecessary storage, publish clearer privacy controls	Privacy / Product
Generic chatbot perception	Low helpfulness scores, reviews comparing Souly to generic AI	Improve memory, tone, prompts, and output specificity	Product
Weak D14 retention	High install volume but low second-week active use	Fix time-to-value, dashboard usefulness, and	Product + Growth

		follow-up sessions before scaling spend	
CAC inflation	Paid cohorts with slow payback and low retention	Shift budget to creators, referrals, and better source qualification	Growth
Technical instability	Crash rate, latency complaints, abandoned first sessions	Performance work before feature expansion	Engineering
Crisis misuse or unsafe handling	High-risk sessions without completed escalation pathways	Tighten classifier logic and crisis UX; review incident playbooks	Safety owner
Creator compliance failure	Undisclosed ads or exaggerated claims in creator assets	Contract terms, approval flows, and spot audits	Growth + Legal
AI cost inflation	Contribution margin compression despite stable pricing	Model routing optimization, shorter default outputs, cost-aware prompting	Engineering + Finance

Capítulo 19. APPENDIX B - GO-TO-MARKET

OPERATING PLAYBOOKS

19.1 CREATOR BRIEFING PACK

A creator-led launch only works if the product is translated into natural language without losing the trust and safety guardrails that make the product credible. Souly should therefore provide creators with a briefing pack that is flexible enough to sound human and strict enough to protect the brand. The briefing should define the core problem statement, acceptable claims, boundary statements, disclosure rules, demo patterns, and referral-code logic.

The aim is not scripted corporate content. It is structured authenticity. Creators should show real use situations, but they should never imply that Souly diagnoses, replaces therapy, or handles crises. The product works best in creator content when it appears as a private, calming, practical tool for emotionally noisy moments.

Table 10. Creator briefing framework

Element	Requirement	Good practice	Red flag
Creator fit	Audience overlap with students, young adults, or emotional wellbeing adjacent topics	Choose creators trusted for real-life advice and routines	Pure reach-first selection with weak credibility
Disclosure	Clear ad / partnership labeling in line with local rules	Visible and verbal disclosure at the start or near CTA	Buried or inconsistent disclosure

Opening hook	Start from a real emotional or stress moment	“What I do when I feel overwhelmed before exams”	Abstract product pitch without context
Product demo	Show one actual in-app flow	Quick check-in -> reflection -> next action	Listing features without lived usage
Privacy line	State that the app is private and user-controlled	Mention consent, settings, or control naturally	No privacy mention in a trust-sensitive category
Boundary line	State that Souly is support, not therapy or emergency care	Normalize escalation when needed	Clinical or therapeutic overclaiming
CTA	Single, clear install or trial code action	Use creator-specific referral code or landing flow	Multiple confusing CTAs
Rights and review	Contractual right for Souly to review copy for compliance	Fast pre-approval template	No review process for paid claims

19.2 CAMPUS PILOT PLAYBOOK

Campus distribution is attractive because it concentrates the beachhead segment in environments where stress spikes, peer influence matters, and physical activation moments can create efficient bursts of trial use. The danger is that campus activity becomes “brand presence” rather than measurable acquisition. Souly should therefore treat each campus pilot as a compact growth experiment with clear success and stop rules.

The right campus playbook is time-bound and event-bound. It should be tied to specific periods such as exam season, back-to-campus windows, or orientation weeks. Ambassadors should receive simple narrative training, QR or referral-code assets, privacy-safe explanation

material, and explicit escalation boundaries. The program should reward quality of activations and retained usage rather than volume of social posts alone.

Table 11. Campus pilot playbook

Step	What to do	Output	Primary KPI
1. Select campuses	Choose 3-5 universities with dense target audiences and manageable logistics	Pilot shortlist	Estimated reachable audience
2. Recruit ambassadors	Select credible student voices, not only high-follower profiles	Ambassador cohort	Approved ambassador count
3. Train scripts	Provide privacy-safe explanation, disclosure rules, and escalation boundaries	Playbook session	Training completion
4. Time the burst	Tie activation to exams, orientation, or stress-heavy periods	Campaign calendar	Launch-window readiness
5. Instrument codes	Assign campus QR or referral codes to every ambassador and event	Trackable source map	Code activation rate
6. Run small events	Short demos, study-break tables, or digital challenge moments	Activation moments	Cost per activated user
7. Review quickly	Compare campuses on activation and retention, not impressions only	Pilot scorecard	D14 retention by campus

19.3 LIFECYCLE CRM FLOW

Lifecycle messaging is one of the quietest but most powerful levers in the business model because it raises activation quality and reduces the need for expensive reacquisition. Souly’s CRM should feel like continuation, not interruption. The user should receive fewer messages than a typical consumer app, but those messages should feel better timed and more helpful.

CRM flows should differ by source and behavior. A creator-sourced user who started a trial may need a different explanation sequence than an organic store user who completed two quick check-ins but never explored trends. A user who expresses low energy three times in one week may need a progress-oriented nudge, while a user who has turned reminders off should receive almost nothing. Souly’s CRM logic should therefore be event-driven and preference-aware.

Table 12. Lifecycle CRM flow examples

Trigger window	Message goal	Example content angle	Success metric
Day 0 after first session	Reinforce first value	“Here is the pattern Souly heard in your first check-in.”	Second session within 48h
Day 2 inactive	Prompt a low-friction return	“Want a 30-second check-in before the day gets noisy?”	Return rate
Week 1 progress milestone	Make progress visible	“You have checked in 3 times — here is one trend worth noticing.”	Dashboard views
Trial day 3	Introduce premium depth	Show what deeper insights or programs unlock	Premium feature views

Trial day 10	Reinforce decision quality	Summarize value already received during trial	Trial-to-paid
Churn-risk pattern	Offer a specific re-entry reason	Use relevant prompt tied to last known theme or mood cluster	Reactivation rate
Reminder preferences changed	Respect user control	Confirm new cadence and reduce message pressure	Opt-out rate down

Capítulo 20. APPENDIX C - DETAILED FINANCIAL ASSUMPTIONS AND SCENARIO NOTES

20.1 24-MONTH OPERATING BRIDGE

The break-even view in the core report is intentionally high level. Operationally, however, stakeholders should also track a milestone bridge that links subscriber growth to what the company should be doing at each stage. In the first months, the organization should not behave as though it is already a scaled subscription business. It is still proving activation, trust, and channel fit. Later, the company's priorities shift toward contribution quality, referral strength, and expansion readiness.

The 24-month bridge is not meant to predict the future with precision. It is meant to connect financial expectations with operating behavior. When teams know what month six, month twelve, month eighteen, and month twenty-four are supposed to prove, spending decisions become more disciplined.

Table 13. 24-month operating bridge

Period	Active payer target	Operating focus	What management should prove
Months 1-3	100-500	Readiness and early activation	The product delivers first value quickly and safely
Months 4-6	500-1,500	Retention repair and source learning	Best channel / message combinations become visible

Months 7-9	1,500-3,000	Trial and paywall optimization	Conversion can improve without trust damage
Months 10-12	3,000-5,000	Program depth and referral strengthening	Cohorts become more repeatable and less novelty-driven
Months 13-15	5,000-6,500	Operational break-even approach	Core economics support continued operation
Months 16-18	6,500-8,500	Fully loaded break-even approach	Growth spend is justified by retained payer growth
Months 19-21	8,500-10,000	Adjacent segment tests	The business can test widening without destabilizing the core
Months 22-24	10,000-12,000	Expansion readiness	Leadership can widen the playbook from evidence, not hope

20.2 SENSITIVITY LEVERS MANAGEMENT CAN ACTIVELY MOVE

One reason Souly's financial outlook is encouraging is that the strongest sensitivity levers are not purely external. Product clarity, trust communication, trial design, and channel mix all influence the economic result. That means management action can move the break-even line materially.

The sensitivity levers below separate operational variables from contextual variables. This distinction matters for investors and internal stakeholders alike. It clarifies where discipline should be concentrated and where expectations should remain conservative.

Table 14. Sensitivity levers management can move

Lever	Why it moves economics	Practical action	Owner
Realized price	Changes contribution margin immediately	Improve premium value articulation and reduce over-discounting	Growth + Finance
Trial-to-paid conversion	Moves the number of payers without more traffic	Test paywall timing, benefit framing, and trial onboarding	Growth
Second-week retention	Improves LTV and referral potential	Strengthen quick-check-in to progress loop	Product
Annual mix	Improves cash collection and lowers effective churn	Present annual value after trust is earned	Growth + Finance
Inference cost	Affects contribution on every active user	Route lighter models for routine tasks and reduce wasteful output length	Engineering
Channel mix	Changes CAC and cohort quality	Increase creator, campus, and referral weight before scaling broad paid	Growth
Latency	Affects perceived usefulness and trust	Optimize model serving, fallback rules, and app performance	Engineering
Privacy clarity	Improves input depth and reduces trust friction	Sharpen consent copy and settings visibility	Product + Privacy