

Development of an innovative service proposition

Module Name: Developing Innovation and Creativity for Business
Advantage

Module Code: BMSW6102

Lecturer: Rexon Nting

Student: Daniel Costache

Student ID: 1916533

Executive Summary

This report contains a plan to bring an innovative SaaS service named Creative Toolbox to the online market. It will provide video content creation services for individuals and businesses in the online content segment. The report covers key areas of the service, building a complete plan of bringing the service to the market.

The service proposition section introduces the service and outlines how it works, what market segment it targets and the market environment it will find itself in.

The service channels section outlines how the website looks and what features it offers, along with the monetization strategy and payment processing.

The marketing strategy is outlined in the next section, and it includes both organic and paid advertising efforts, using ads, social media content and SEO.

The next sections explain how the service will comply with data protection regulations and why they are relevant to this niche, followed by recommendations for further development and a conclusion.

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Introduction

In recent years, there has been a rise in the introduction of Artificial Intelligence (AI) services based on machine learning models that are being used to perform actions that normally require human intelligence. These AI models are designed to mimic human cognitive functions, which enables them to learn, reason, and make decisions, and they can be adapted and applied to various industries and domains of activity. Recognizing the impact these models will have in the years to come, businesses and organizations are trying to find new ways to use them to streamline and improve their services.

This report aims to propose the introduction of a compound service named 'Creative Toolbox' which makes use of the different AI models available as the open source to provide a service specialized in generating content for video creators across the digital space. Additionally, it provides an analysis of its potential viability in the current business environment.

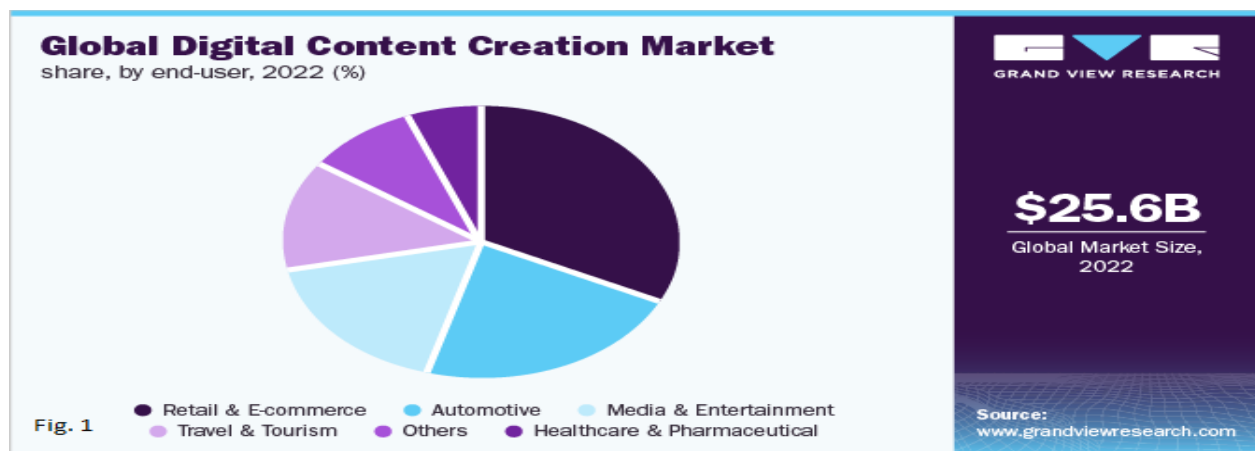
Currently, the costs of creating video content can vary between £350 to £2500 for each minute, as it requires professional services from video editors, script writers, actors, video equipment, etc. Many content creators prefer to make their own videos to reduce costs, but massively increase their workload instead, as researching, shooting, editing a video can require multiple days of work to complete (Frederiksen, *What is the cost of video production for the web?* 2021). The purpose of Creative Toolbox is to address this cost/time issue and provide an innovative and affordable service to the Online Content Creation market which promises to drastically reduce the cost and time of creating video content for social media and streaming platforms.

The first section of the report gives an overview of the proposed service and the external circumstances which may impact the online content space, the innovation model which underpins the service, along with an analysis of the target market and competition. Given that the service is entirely software based, making it a SaaS product, the following section analyses the chosen service channel and how well it can monetise this type of product, along with a showcase of the website functionality and payment integrations. The next section addresses the marketing strategy and explains how the service will be promoted to reach the target customers, followed by an overview of the current data protection laws, along with measures and systems in use to comply with these regulations. Lastly, conclusions and recommendations are provided to explore further development of Creative Toolbox.

Some useful models in developing this service include the STP Model, which will help determine a target market and engage with a selected audience. Porter's Five Forces helps to understand the competitive environment and where this service is positioned in the market, providing insights on how to stay competitive in this field. Special attention is given to the inter-company open innovation model which forms the building blocks of this service.

Service Proposition

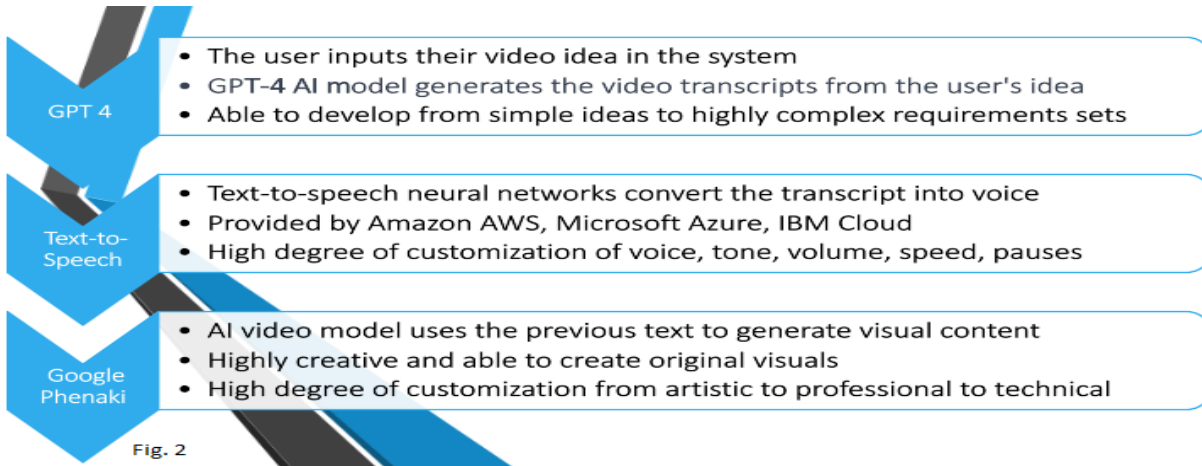
The specific service that was selected relies on AI models to create complete videos from simple ideas or text instructions. The external market supports the creation of this service, as in recent years the number of content creators across social media has increased exponentially. In 2022, the digital content creation market was valued at 25.6 billion USD worldwide (fig. 1). The adoption of AI and cloud computing, along with an increase in consumption in digital content will contribute to this market growing at an expected rate of 13.5% annually, until 2030 (*Global Digital Content Creation Market Size Report 2030, 2023*).



The demand for online content is rising and it has been accelerated by the COVID situation, which due to lockdowns enabled people to spend more time-consuming digital media. While events like the war in Ukraine do not have a direct impact on the digital content space, it affected the energy market, which in turn raised the cost of living and the inflation rate across western nations. As cost effectiveness in any industry will become more important this can be beneficial to the introduction of cheap, effective, and automated processes that can benefit consumers financially, such as AI models.

A notable external factor comes from the political sphere instead, as Italy recently banned ChatGPT, an Open AI product which uses the same GPT-4 platform as Creative Toolbox, citing data protection and privacy concerns (*McCallum, 2023*). This can indicate that in the future we will see regulations regarding the use of these AI models and limitations on their use.

The goal of this service is to provide content creators with the ability to generate complete videos in minutes rather than hours, in a highly cost-effective manner compared with available services, using the latest technologies and AI capabilities. Creative Toolbox is built on the principles of inter-company open innovation as its supply chain involves the collaboration of multiple separate services from different companies for the service to work (fig. 2). With this framework, Creative Toolbox still has control over the service's development and promotion while having access to the latest technologies and practices from outside resources, which has enabled the creation of this cost-effective and highly optimized solution for digital content creation.



The figure above shows how these services come together to build Creative Toolbox and its dependency on them products to function. The first component used is the most recent and advanced artificial intelligence system from OpenAI that is used for natural language processing, called GPT-4. Given certain keywords or a prompt, this deep neural network can produce coherent and varied texts on any topic. GPT-4 is built on the transformer architecture and learns from text input consisting of billions of words using a large-scale self-attention method. The GPT-4 program can carry out a wide range of activities, including text summarization, text production, translation, and more. According to OpenAI, GPT-4 is far more capable of original creation and effective user collaboration on creative projects. Several forms of creative writing, such as music, film scripts, technical manuals, and even “understanding a user’s writing style,” fall into this category, making it ideal for the proposed application (Eliçik, 2023).

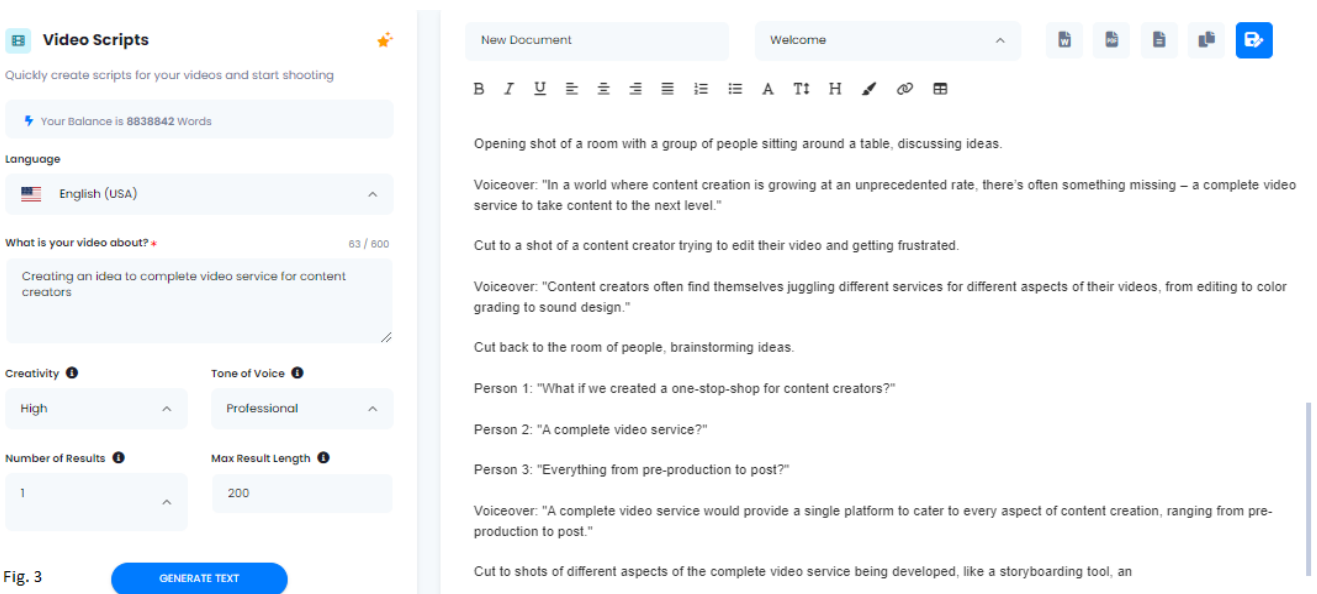
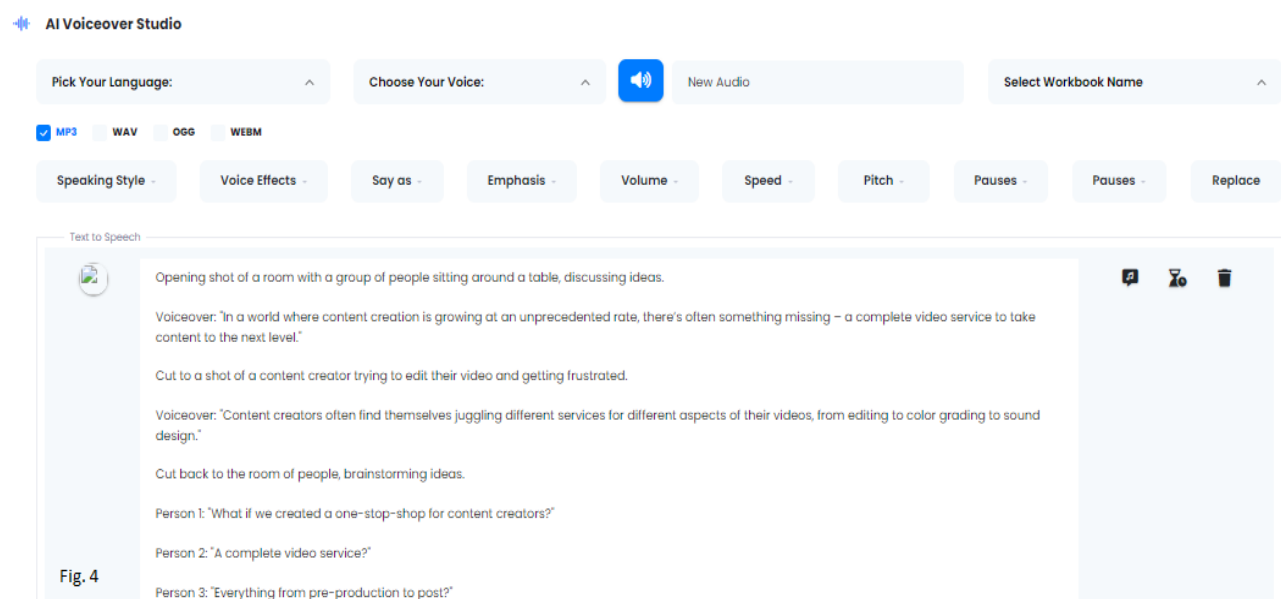


Figure 3 shows this AI model in action and its ability to generate video transcripts. It can create content in 37 languages, the creativity level and tone of voice can be adjusted depending on the type of video, low creativity output being more suited for informational and technical output coupled with a more professional tone, while high creativity and more casual tones are better suited for more artistic content. The character limit in the description and output can be adjusted for users to be able to create complex transcripts with lots of requirements, and they also serve a purpose in the monetization model.

In line with the inter-company open innovation model, the transcript generated by GPT-4 is then used by the AI Text-to-Voice feature, which is provided by different tech companies like Amazon, Microsoft, and IBM. All these companies offer advanced voice models that can generate very natural sounding content. The services provided by these organizations are enough to offer users a variety of 140 languages and 540 different voices. Customizations include male or female voices, different accents, a variety of speaking styles, voice effects, tone, volume, pitch, which promises to cover a wide range of content types (fig. 4)



Lastly, visuals must be generated, which is the hardest part of the process. Few AI models are available for this, and the existing ones can generate simplistic videos based on preset templates where the AI input comes from the variation of colour schemes rather than the generation of high-quality visuals related to the topic. A product that promises to fulfil this role adequately is Google's Imagen Video model. Given a text prompt, Imagen Video generates high-definition videos using a base video generation model and a sequence of interleaved spatial and temporal video super-resolution models. (Vincent, 2022). While it has not been released to the public yet due to ethical concerns, this model is the most promising in terms of capabilities and can be adapted to fulfil its role within Creative Toolbox.

In the following development update, an extra AI service called DALL-E will be introduced in this process, with the purpose of generating images from the text in support of the video creation process, as it is indicated that the addition of images will improve the quality of the video output. This will be completed in anticipation of the video model's release, which will be integrated and released to the public as soon as possible, to position the service at the forefront of AI capabilities in the niche.

SaaS customer segmentation

Customer segmentation holds great relevance in the SaaS space as it is generally accepted that 20% of customers bring 80% of the profits. This forms a great incentive to reach the right type of customer and fulfil their needs, in turn benefitting from greater engagement and longer customer life cycle. The STP model provides the framework to Segment the market, Target the right type of customer and Positioning to offer a unique value proposition to the targeted customer (*Bhadoria, 2023*).

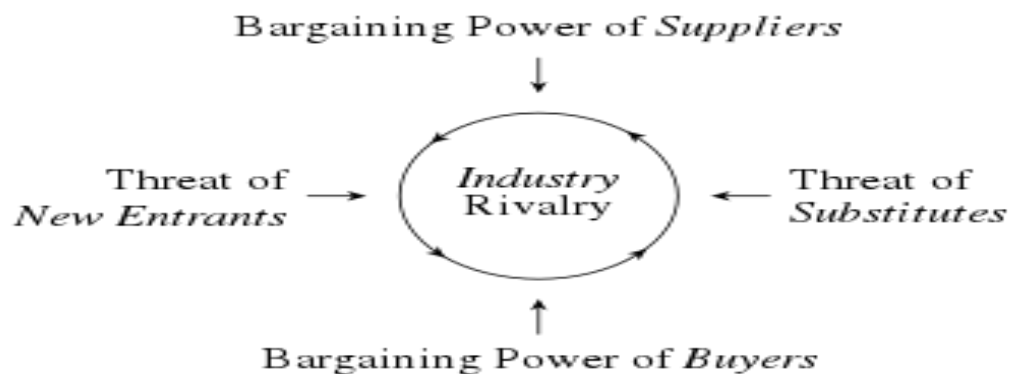
The specific market segment Creative Toolbox serves is online content creators who use social media platforms like YouTube, TikTok, Instagram, Facebook and need a fast and cost-effective way to create videos and grow their audiences.

In terms of targeting, this service will be most attractive to small and medium-sized content creators who do not have access to large teams and expensive equipment. It also aims to help creators to improve the quality of their videos and increase their audience. The service is designed to be simple to use and requires little effort from content producers while still outputting high-quality videos. To support this audience, the monetization model will feature the option to purchase the services separately or in custom quantities as required.

The service aims to position itself as an innovative solution for creators looking to generate large amounts of quality content in short amounts of time. It leverages the most advanced AI models, along with a very affordable payment structure to differentiate itself from the competition.

Competition

Porter's Five Forces provides a framework to understand where this service positions itself in the market and by analysing the 5 competitive forces affecting the industry to understand the competitive environment it finds itself in (fig. 5).



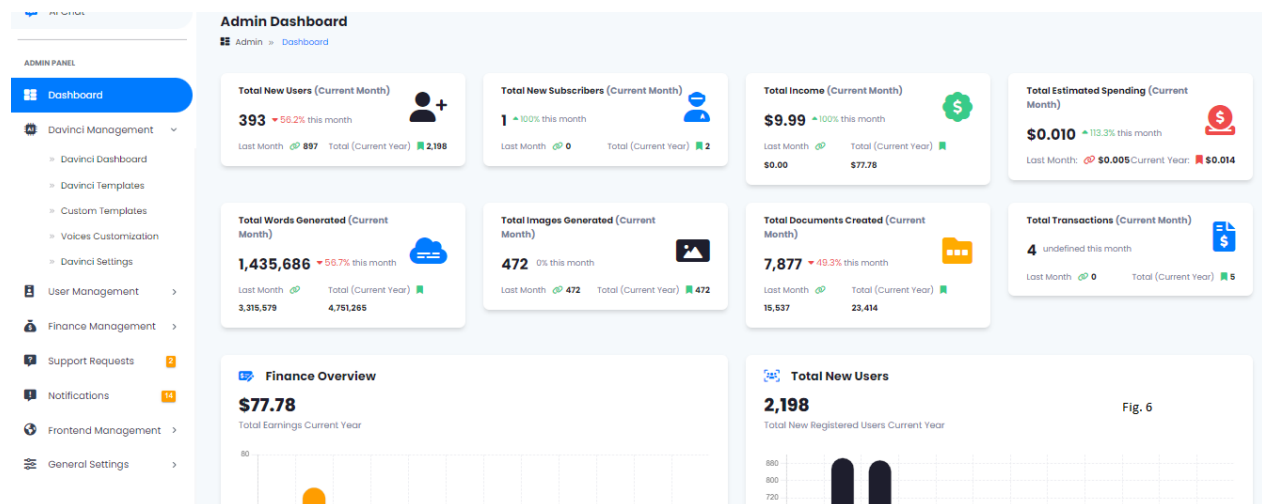
A case study in the SaaS ESG (environment, social, governance) Tracking / Reporting Industry will provide some parallels to this analysis and insight on how the 5 competitive forces affect the SaaS industry (Mähner, 2021).

- **Threat of new entrants: moderate to high.** The case study suggests that due to the low entry cost for software-based businesses, the threat of new entrants is high, but also mentions that given a high-quality product there is a lot of potential for success. In our case, given the complexity and freshness of the technology used, some entrants might be deterred, but at the same time it will attract others looking to capitalize on the new type of product and the opportunities it might open. Due to this, the threat of new entrants can be considered moderate.
- **Bargaining power of suppliers: low.** Within the SaaS industry, suppliers have very low bargaining power. Software can be acquired easily and is not dependent on volume on repeated purchases. Creative Toolbox relies on AI technology from third party suppliers, and its main suppliers face intense competition in their own space. OpenAI is being Challenged by Google and Microsoft with language models, all 3 text-to-voice models used are in direct competition with each other, and lastly Google's text to video is being challenged by Meta. Due to this intense competition in the AI space, and new alternatives being introduced regularly, the bargaining power of suppliers can be considered low.
- **Threat of substitutes: moderate to high.** The market offers many alternative ways to creating online content, like creating their own content, using regular video production services, or even using stock footage. However, the service offers a value proposition based on time and cost, which might mitigate the threat of substitutes.
- **Bargaining power of buyers: High.** The case study offers some insight into the bargaining power of buyers in their niche. It suggests that because of regulatory requirements, the buyers will have no choice but to use the service, however in the niche we operate, content creators have many tools and services available to create video content. Due to this factor, the bargaining power of buyers can be considered high.
- **Industry rivalry: moderate.** Overall, the analysis suggests that the market is competitive, and buyers have a lot of bargaining power. There are many competitors in this space and Creative Toolbox will have to leverage its attractive value proposition, along with the technologies it uses to gain an advantage. The service will have to continuously innovate and improve its quality to maintain a position in this market.

Service Channels

Several marketing platforms have been considered for publishing the product, such as Ebay, Amazon, and Shopify. Due to its nature and further development requirements, not all platforms are suitable for this type of service. Amazon and Ebay are marketplaces, which match better with single physical products, or at least downloadable ones. This service will require its own interface with different functionalities to allow the user to customise their content in real time. These 2 marketplaces can't offer sub-interfaces to their main ones and for that reason cannot host the service. Shopify, on the other hand, is a more promising prospect. It is a popular eCommerce platform that offers easy customization and a wide range of marketing tools. It offers clear benefits for selling online like the ability to set up an online store, integration with multiple selling and social media platforms, payment processing, inventory management, security compliance (*Shopify, n/a*). Even though Shopify provides a complete marketing service, it has some limitations. The website must be created with their editor and conform with the platform's main coding language and limitations which creates an issue for Creative Toolbox. As identified in the previous sections, the market survivability of this service depends on its ability to constantly improve and innovate itself, to maintain a competitive advantage. For this reason, the service must have complete access over the backend files to maintain the capability to quickly introduce new development updates and improvements and it cannot depend on third party developers to create an environment where new code can function or to introduce required functionality to their platform.

Therefore, the website is made with proprietary files and uploaded to a hosting server that allows its connection with the internet. In this configuration, the developers always have access to the project files and complete control over its customization. This has enabled the addition of an admin panel accessible to the developer accounts, that provides a good amount of management tools, similar to platforms like shopify (*fig. 6*).



The range of tools offered by this panel (*fig. 7*) is considered crucial in being able to successfully manage and market the service, as well as running it in an agile manner. It offers a wide range of options, from handling API connections to the AI services, to managing users, payment packages, customer support and even first page content and optimization.

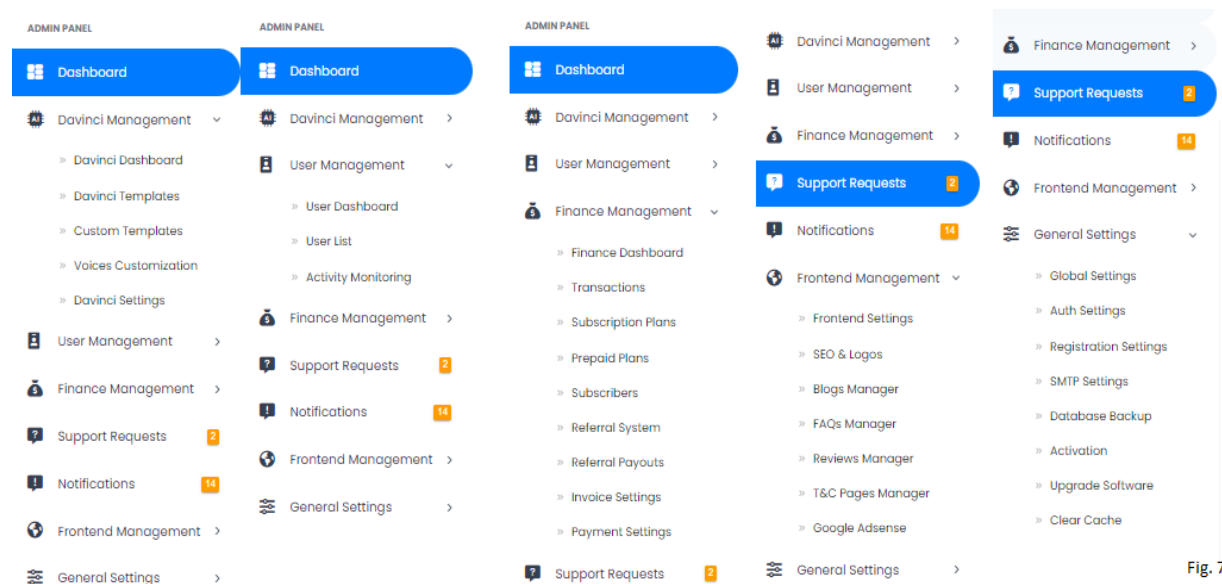


Fig. 7

While this management system reduces many of the drawbacks of having a website hosted on a dedicated server with no additional functions to promote and run the business, there are still negatives in using this method. Security is an important concern, as a private server will not have the same level resources dedicated to maintaining security as a platform, and it doesn't use cloud services to store information, thus unable to take advantage of the security architectures of these services.

Monetization

The main monetization model used is a regular subscription service which comes in various levels to offer different quantities of content. To appeal more to the small content creator market, a limited free trial as well as a prepaid option which allows the purchase of preset number of words as needed (*fig.8*), with plans to introduce a payment system where the services can also be purchased separately, for users that might need help only with parts of their production. Subscription services are managed through the Finance Management panel (*fig. 7*) where price and size of packages can be adjusted as needed.

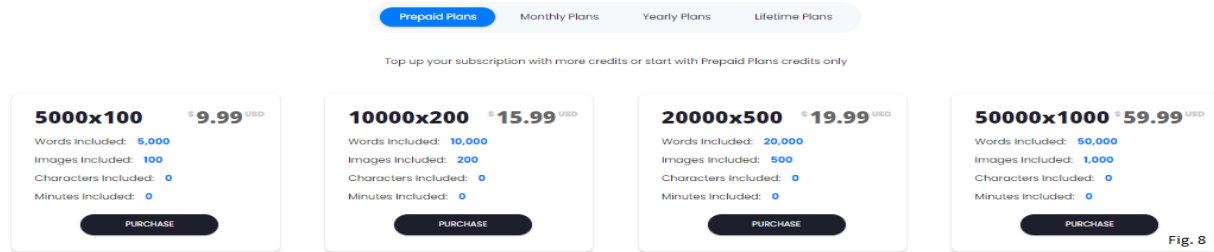


Fig. 8

The current cost for generating text content with GPT-4 is a cumulative 0.18\$ for 1000 tokens, which translates to 200£ for 1 million words generated. Converting those words into voice at an average of 6.5 characters per word would cost 80£ using the latest neural voices. The most expensive part of the process is the text to video translation, which does not yet have a pricing but is estimated to be around 400£ for converting 1 million words. This would bring the cost of production at around 680£ for 1 million words, meaning that an average 5-minute video which contains around 700 words would cost an estimated 0.51£ to produce from idea to finished product (*wizMotions, 2020*). The production costs can be further decreased by around 10% by using prompt optimization to deliver more accurate results. By offering a wide range of pricing plans, the profits will vary with their size starting from a basic rate of 120% profit margin for the least profitable plans, up to 220% for the most profitable ones. This will bring the production price for the end user between 1.1£ for a user that purchases a large plan to 1.7£ for a user that uses prepaid credits, for a 5 minute – 700 words video. Another advantage of this pricing structure is that it allows for flexibility in adjusting the prices based on competing products.

Payments and processing

In terms of payment processors, Creative Toolbox offers a range of options. These have been selected to give customers from around the world quick, secure, and efficient payment options.

The first one is PayPal, a popular global payment processor. PayPal offers integrated payment options through their secure API, allowing users to make quick payments through their PayPal account, with the added benefit that all financial and transaction information is handled securely on their servers. Several credit card processors have been added with the purpose of covering different regions of the world that are considered important markets. Stripe and Braintree have been selected due to their popularity in the Americas, Mollie Payments Processing is the 3rd largest in Europe, Paystack which is used in Africa and Razorpay for south-east Asia. While all these processors handle transaction information on their servers, the payment information is introduced on the Creative Toolbox website, which brings requirements to comply with security regulations. This technology is provided by a Secure Socket Layer (SSL) certificate, which establishes a secure connection between a web browser and a server. SSL protects sensitive information like financial data by encrypting it to prevent third party interception (*What is an SSL certificate? n/a*). These certificates are particularly important for ecommerce websites, as they protect user data for being stolen, and are a required by all the credit card processors used.

Besides traditional payment offers, Creative Toolbox also offers a crypto payment gateway powered by Coinbase which enables users to pay with a multitude of digital currencies regardless of their location. With the use of this web of processors, the service aims to cover all the regions of the world and popular payment types, so potential customers are presented with adequate options that smoothen the checkout process.

Marketing and Advertising

To promote the service effectively, we will employ several marketing techniques that use a combination of elements from the marketing mix and STP model. Our target customers are online content creators that operate across the various social platforms like Facebook, Instagram, TikTok, YouTube. These people create content on a regular basis and regularly come across the time/cost issue that affects video creation. To leverage the advantages of the service, the target segments are identified as follows:

- **Small business owners.** Small entrepreneurs and businesses who include video material in their promotional activities. They can make use of tools that help them make compelling promotional content.
- **New content creators.** Channels that are new and found some traction can benefit from user-friendly and cheap solutions to help propel their business forward.
- **Volume content creators.** Many channels in the informational and descriptive area rely on publishing large numbers of videos to maintain interest and keep their users engaged. They will value the time efficiency, savings, and the research capabilities of the service.

To address the selected segments, promotional messaging will be used that understand the needs and aspirations of online content creators and are tailored to resonate with each of the segment's requirements. The strategy uses only online marketing channels and has the purpose of generating awareness and interest in the service by effectively reaching the target audience.

The marketing mix strategy contains the four P's: product, price, place, and promotion.

- **Product.** The service will be marketed as a user-friendly and cost-effective solution to creating high quality content with very little effort. The service will continue to improve based on customer feedback.
- **Price.** The pricing strategy is meant to strike a balance between profitability for the business and affordability for the customer. The pricing structure is transparent and offers the user a range of options from subscription plans, prepaid packages, and options to purchase only part of the service.
- **Place.** Being a SaaS product Creative Toolbox will be accessible globally. The website provides functionality in selecting the displayed language and currency, as well as intuitive design to create a seamless user experience regardless of location.

- **Promotion.** The promotional activities will vary from organic engagement through social media activity and search engine optimization, through relevant and helpful content, to paid marketing through advertising, referral, and affiliate programs.

Organic Reach

Organic marketing efforts are important to bring brand awareness for a low cost. The first step is to optimize the content for search engines by using relevant keywords in the title, description, and tags of the website.

This can help the content to appear higher in search results and attract more organic traffic to the website. Keyword research helps to identify the keywords and phrases that potential customers are using to search for content related to the service. On-page optimization involves optimizing the website's structure, meta tags, headings, and content to align with the identified keywords. Off-page optimization involves building backlinks from related reputable websites to the Creative Toolbox website, which improves the website's authority and credibility in the eyes of search engines (Pavlik, 2022).

A content marketing strategy is introduced through pages on the same social media platforms as the targeted customers and a blog section on the website, which will be automatised to use the same GPT-4 with an adapted prompt to generate engaging content that is relevant and helpful to the target audience and serve as a publishing room for new updates, capabilities, and features to be introduced by Creative Toolbox. These articles will form the substance behind the social media posts and offer the means to bring social media users to our platform, which will help to form a network. With the launch of the complete service, video content will be created and shared using the service itself and providing examples, ideas and methods through which the service can help the audience.

Paid advertising

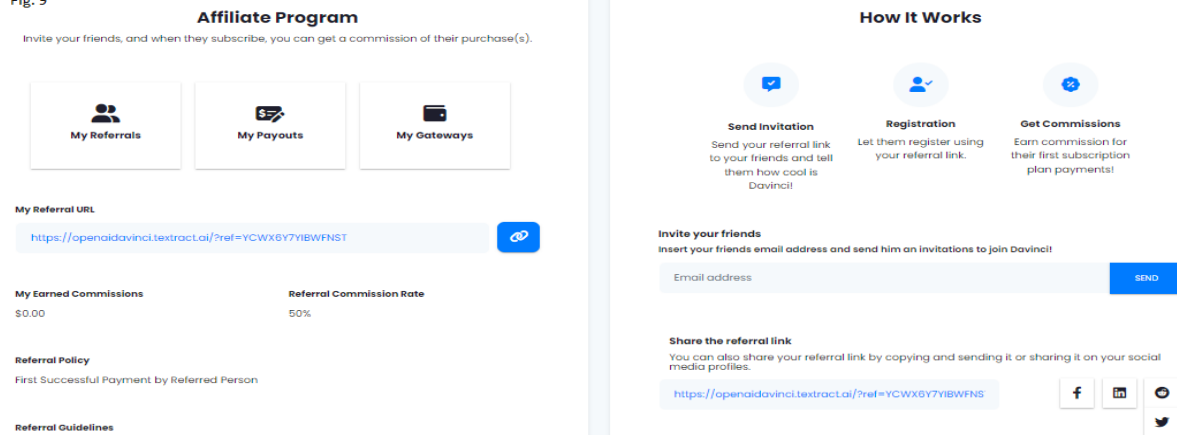
Paid advertising can be a very good way to reach potential customers quickly and effectively. The first step in developing a paid marketing strategy is to identify the audience most likely to make purchases. The market segments identified in the previous sections can be further narrowed down through a market analysis of customer demographics, behaviours, and interests. This will provide further segmentation of the age group, sex, and purchasing behaviour of the customers most likely to have an intent to purchase, helping further identify the best targets for paid advertising.

The next step is to produce interesting and engaging ads that grab the audience's attention. The ad content will clearly communicate the benefits of the service and its differentiation from the

competitors. Video content like infographics and guides can be effective at grabbing attention and communicating the message in a memorable way.

As shown in figure 9, the service offers an affiliate program, where users can refer new customers and earn a commission of the purchase.

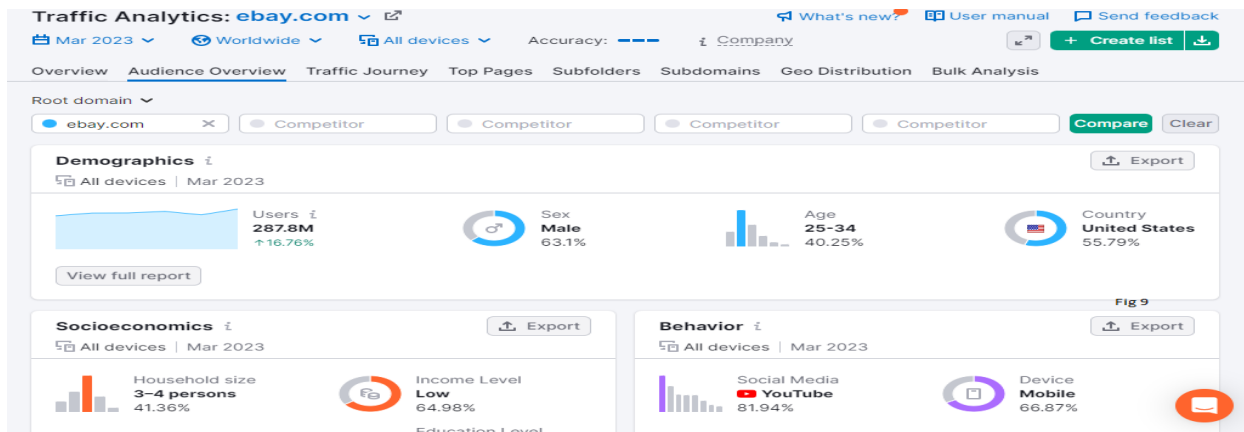
Fig. 9



The user gets a unique referral link that track sales and activity made through it, and the user gets a 40% commission of every new purchase. This money can then be cashed out through PayPal, bringing a real monetary incentive for the referrer.

This program holds special importance for Creative Toolbox, as it forms a great incentive for the targeted customers. They are content creators with their own channels and audiences, and with this program we can leverage their social media influence to bring sales to our own website. The generous commission rate can prove to be lucrative for social media channels that have the right audiences for this type of product. Given the pricing structure, the company will still attain profits between 30% - 100% and it will not have to pay for promotional activities to bring these sales in, and the commission will be paid only on realized revenue.

The last step in setting up an effective paid marketing strategy is the addition of an effective traffic analytics software, that will help track any visits to the website, their source and other relevant information which will form the pillars of a paid marketing strategy. SEMrush has been selected to provide this service, as they offer a comprehensive analytical panel (fig. 10).



To optimise the marketing campaigns, it's important to constantly analyse performance data like conversion rate, click through rate and return on investment.

To conclude, a well-rounded advertising strategy can support organic marketing efforts and help funnel valuable potential customers to the service, increasing sales and revenue.

Privacy and data Protection

The website must comply with regulations to protect the customer's confidential data like the Data Protection and of 2018 and the General Data Protection Regulation (GDPR) to operate the service legally. These laws are designed to set out rules on how personal and customer information is used by organisations and gives the customer a degree of control over their own information stored. Under these regulations, the customer must give their explicit consent for the company to collect and process their data, they have the right to access their personal data and to request to move it to another company or delete it. Failing to comply with these laws can bring fines and penalties for organisations (*Data protection 2015*).

Compliance

As a content creator service, it is particularly important to comply with all these regulations, especially given the nature of the content created and concerns raised by governmental organisations regarding the AI compliance with data protection (*McCallum, 2023*). The service ensures that the customers give their consent to collect, store and process their data, and gives them the option to opt in or out of marketing communications. Full information regarding these standards can be accessed by anyone through the Privacy Policy page. By maintaining a robust policy of customer data protection, the service will build trust with its users.

To secure any data collected, the servers use encryption facilities to protect customer data from unauthorised access or theft along with valid SSL certificates and a HTTPS secured connection. Creative Toolbox developers will also regularly review these laws to always ensure compliance.

Recommendations

To ensure the service stays competitive and grows its market position, there are some recommendations that can be made:

Introduce new prompts for the creation of diverse types of content like product descriptions, blog articles, social media posts, emails, etc to expand the range of services offered to users.

Offer great customer support and provide a lot of flexibility in choosing the right product, even tailoring packages to the needs of individual customers.

Continue to innovate and bring in new AI models that can complement the services used, helping to establish a strong presence in the entire AI services sphere, to be in an advantageous position for further opportunities this field might provide.

Consider the introduction of these AI services in running the website itself, for example GPT-4 could handle live chat with customers, DALL-E can create images for the front page and refresh them periodically, etc.

Conclusion

To conclude, Creative Toolbox aims to provide a comprehensible video creation service for the online content creation market, by making use of the latest technologies in the machine learning field. The value it will bring to its customers comes from a drastic decrease in cost and time of production. The service also aims to leverage the novelty and appeal the AI services which have become popular to gain a position in the general AI market which could disrupt many areas of activity and become a major industry in the years to come.

A comprehensive marketing strategy includes organic and paid advertising, targeting the right audience with the aim to establish a strong online presence. Lastly, Creative Toolbox is at the forefront of a new market, and its ability to stay there will be determined by its capabilities to continuously innovate and bring new value to its customers.

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