

Subscription meditation and sleep at consumer scale: free download (no ads) → Calm Premium (\$14.99/mo or \$69.99/yr on App Store; Family \$99.99/yr; Lifetime \$39.99) → Calm Business employer seats (~\$70/employee/yr self-serve for 5–300; sales above) → Calm Health clinical programs for employers and health plans — 180M+ downloads claimed; 3,500+ orgs / 20M+ covered lives on the B2B side (FACT marketing).

KEY PARTNERS

- **Apple App Store & Google Play** — consumer distribution + IAP billing (FACT App Store terms).
- Web checkout (calm.com) for yearly, Family, Lifetime, and org purchases (FACT Help).
- Celebrity / expert narrators for Sleep Stories, Daily Calm, masterclasses (FACT App Store).
- Employers & HR/benefits teams purchasing Calm for Organizations (FACT health.calm.com).
- Health plans, care teams, and consultants for Calm Health sponsorship (FACT FAQ).
- Cloud / streaming infrastructure partners hosting the content library at scale.

KEY ACTIVITIES

- Produce Daily Calm, guided courses, Sleep Stories, music, and masterclasses (FACT).
- Ship Calm Body movement / stretching sessions (FACT plans page).
- Run free-trial → Premium / Family / Lifetime conversion funnels (FACT Help).
- **Operate Partner Portal** — eligibility uploads, launch templates, engagement analytics (FACT).
- Build Calm Health clinical programs (CBT, DBT, ACT, condition-specific) (FACT).
- Acquire users via App Store, brand, and employer benefit channels.

KEY RESOURCES

- **Calm brand** — Apple App of the Year; 180M+ downloads claimed (FACT).
- Exclusive Sleep Stories + Daily Calm / Daily Jay / Daily Trip hosts (FACT App Store).
- Consumer Premium, Family, and Lifetime subscriber relationships.
- B2B Partner Portal + org eligibility / engagement tooling (FACT).
- Calm Health clinical program library (CBT/DBT/ACT) (FACT).
- **Private company** — no audited public cash/MAU FACT (do not invent).

VALUE PROPOSITIONS

- **Sleep better** — 300+ Sleep Stories, sleep music, soundscapes (FACT).
- **Meditate daily** — Daily Calm and guided courses for beginners → advanced (FACT).
- **Stress / anxiety tools** — breathing, SOS sessions, masterclasses (FACT App Store).
- **No ads on free or paid** — freemium without ad pollution (FACT App Store).
- **Family Plan** — six Premium seats under one yearly bill (FACT).
- Employer wellness + Calm Health clinical programs for sponsors (FACT).

CUSTOMER RELATIONSHIPS

- Daily Calm / Dailies and sleep routines as habit loops (FACT product).
- Self-serve Premium subscribe, trial, and cancel (FACT Help).
- **Family admin invites** — private accounts per member (FACT Help).
- **Partner Portal for org admins** — seats, templates, aggregate analytics (FACT).
- Engagement resources claiming higher activation vs traditional EAPs (company-reported).
- **Calm Health** — sponsored, invitation-only member relationship (FACT FAQ).

CHANNELS

- **Primary** — Calm iOS / Android apps + calm.com web (FACT).
- App Store / Play discovery; Apple App of the Year heritage (FACT).
- Web checkout for Family, Lifetime, and org seats (FACT Help).
- Employer wellness / benefits procurement (self-serve 5–300; sales 301+).
- Health plans, consultants, and care teams for Calm Health (FACT).
- Content marketing / blog and brand partnerships as awareness channels.

CUSTOMER SEGMENTS

- **Consumers worldwide** — sleep, stress, meditation seekers (FACT product positioning).
- **Premium individuals** — monthly, yearly, or Lifetime payers (FACT plans).
- **Families** — up to 6 adults on one Family Plan (FACT).
- **SMBs / teams 5–300** — self-serve Calm for Organizations (FACT).
- **Enterprises 301+** — sales-assisted Calm Business (FACT Help).
- **Health plans, employers, care teams** — Calm Health sponsors (FACT FAQ).

COST STRUCTURE

- Content studio + celebrity/expert narration costs (FACT product model).
- Cloud / CDN streaming for meditation and sleep audio (typical cost driver).
- Apple / Google IAP commissions on mobile Premium (FACT billing rails).
- Consumer brand / UA marketing (not disclosed as \$ FACT).
- B2B sales & success for 301+ orgs and Calm Health deals.
- **Clinical program build + compliance (HIPAA/HITRUST claims** — FACT FAQ).

REVENUE STREAMS

- Calm Premium monthly \$14.99 / yearly \$69.99 (FACT App Store US list).
- Family Plan \$99.99/yr for 6 Premium seats (FACT).
- Calm for Life \$39.99 once (FACT plans page).
- Calm Business ~\$70/employee/yr self-serve 5–300; custom 301+ (FACT).
- **Calm Health** — employer/payer sponsored, quote-only (FACT).
- **No invented ARR / revenue mix** — private company.