

FK Productions

Jeffrey Vuong
California State Polytechnic University, Pomona

Khanh Nguyen
California State Polytechnic University, Pomona

Ozzie Alvarez
California State Polytechnic University, Pomona

Pin Hu
California State Polytechnic University, Pomona

Nelson Lainez
California State Polytechnic University, Pomona

Yufan (Frank) Lin
California State Polytechnic University, Pomona

Jared Oakley
California State Polytechnic University, Pomona

ABSTRACT

This case study provides business students with a practical understanding of the marketing challenges faced by a small business in an industry that is disrupted by generative artificial intelligence (AI). The study employs various marketing analyses, including situational analysis, segmentation, targeting, and positioning (STP); and strength, weakness, opportunity, and threat (SWOT) analyses. These tools are used to evaluate FK Productions' market position, identify potential opportunities, and propose strategic solutions. The study also examines the marketing mix (4Ps: product, place, promotion, and price) to offer insight into the company's strategies and suggest improvements. The study is grounded in a real-world business scenario of the video production industry and, as such, provides insight for similar small businesses and entrepreneurs, particularly in regard to how the threat of AI production can be turned into an opportunity that draws on the company's strengths to develop a competitive advantage. The case also involves the creation of a pro forma income statement based on the objectives established by the analyses to help students familiarize themselves with financial evaluation. The income statements include the most recent actual data, growth projections, and implementation costs.

Keywords: Marketing Strategy, Video Production, AI, Pro Forma Statement

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INTRODUCTION

FK Productions¹ is a growing video marketing company that offers high-quality content creation to small businesses with the mission to create a vision through the media and to attract customers to the businesses. FK was founded by Patricia, who has a formal college-level education in film and social media marketing. FK is concerned about finding the right shot to elicit certain emotions in viewers and is expert in producing immersive videos, including color grading and editing. FK's video services embody simplicity, and the company believes that less is more.

FK's primary customers are YouTube content creators, entrepreneurs, restaurants, and local realtors. FK seeks to build relationships with high-end clients and to provide lifetime value, which will lead to opportunities for expansion. Our goal is for FK to penetrate a new primary customer segment: a high-end audience, specifically luxury real estate and hotels. These targets have substantial budgets to capture visual content to maximize traffic and bookings to listings or hotel properties.

The team developed a nine-month plan for the owner, Patricia, to complete by the end of 2023. As part of this plan, the company will have to decrease current production to focus on rebuilding the brand and marketing to new clients. Ultimately, the program will result in FK's strategic position in the luxury real estate and hotel industry.

SITUATIONAL ANALYSIS (3Cs)

Company (Internal): FK Productions is a video production company that was founded in 2018 and has an excellent record of client satisfaction due to a high level of transparency and integrity. They are a one-stop shop and budget-friendly, seeking to work out an affordable price for clients. FK Productions has worked with San Manuel Casino, Goodwill Southern California, Papa Wagyu, and KKRK. The company has skilled employees and the tools to capture anything through a variety of equipment, including a high-end digital single-lens reflex camera and an advanced drone, allowing the company to take on a variety of different media projects and tasks, including videography, photography, content directing, lighting, audio set-ups, editing, and aerial drone shots, using steady pans or just the right angle to showcase details (e.g., food, skin care, homes). FK has built a website to present pictures, videos, and testimonials. They educate clients, based on their preferences, and provide recommendations.

Customer: FK Productions built its business through referrals from satisfied clients. They began with a small restaurant and were able to build on their initial success and secure requests from other restaurants to develop photoshoots. FK has expanded into other markets that include social influencers, boutique retailers, and local real estate agents. Their current clients include small businesses and entrepreneurs, including YouTubers/social media influencers and local realtors. These clients, however, generally do not have dedicated budgets for content creation. This makes it difficult to upsell additional or premium services, limiting FK's financial growth. To address this, FK would like to target high-end customers in the luxury real estate and hotel market who have larger budgets that allow them to afford immersive visual content.

¹ The company's actual identity was removed as per the business's request.

Competitor (External): FK Productions competes with several firms, including One Shot Productions, Kovhal Homes, Story Bridge Creative, and Glass Woods Media. These companies tend to rely heavily on word-of-mouth references for new contracts. Established competitors may have strong connections in the market, but they often fail to meet deadlines due to overbooking.

SWOT ANALYSIS

Strengths

The company's strengths lie in its experience in and expertise with a variety of skills, including creative footage, cinematic motion, color grading, and editing. The company has a large catalog of services and equipment for any type of content, such as podcasts, commercials, documentaries, and action films. Another strength is the customer centric culture. FK works closely with clients and provides streamlined, customized solutions and flexibility and ensures that their creative visions are effectively conveyed to their target customers. This approach and their overall service have resulted in high customer satisfaction. Patricia's social media marketing background is also a strength, as she can consult effectively with clients regarding ways to enhance their social media presence. Finally, FK's low-cost structure helps FK to deliver its other strengths in a cost-effective way.

Weaknesses

FK's growth and sustainability are limited by several weaknesses. These include a team of only three people and a high dependence on the owner. The owner needs to handle all aspects of the business and, as such, needs more time to be able to implement strategic initiatives. In addition, having only one location and serving price-sensitive customers can limit customer reach. To overcome these challenges and thrive in a competitive market, FK needs a strategic plan, one that involves marketing and investing in new technologies. Although they currently have limited financial resources for growth, addressing these weaknesses can help FK to become successful in a competitive market.

Threats

The company is facing threats that can have an impact on its growth and profitability, such as new and larger competitors, AI and automation, changing client preferences, and economic downturns. The rising costs of labor, equipment, and software also have a potential negative impact on the company. To survive profitably, the company needs to identify these threats and be proactive in mitigating their impact.

Opportunities

To address these challenges, FK can take advantage of several opportunities. These include adopting virtual reality (VR) to ensure more innovative services, targeting high-paying markets that have more complex needs, and expanding their services to other industries. Further, rebuilding their website to showcase new products can attract new customers. To take advantage

of these opportunities, the company requires additional capital. Thus, specializing in a niche market may be a better option.

TOWS Matrix (see Appendix 1 for details)

Strength-Opportunities (SO) Strategies

Strategies to pursue opportunities that are suitable for the company's strengths include updating and optimizing the company's website with a visually appealing design and engaging content to fully showcase its capabilities. These optimizations are meant to attract high-end customers in the real estate and hotel industries. In addition, investing in new technologies, such as digital and animated content, can allow FK to offer customers unique video products and services, while online advertising can differentiate FK from its competitors and attract additional clients. By securing ongoing business from high-end clients, FK can achieve financial growth and remain competitive in the industry.

Weaknesses-Opportunities (WO) Strategies

WO strategies are developed to overcome weaknesses and pursue opportunities. Recognizing that a small team and price-sensitive target segments can limit its financial growth, FK can explore additional revenue streams from teaching online courses and co-piloting tasks using AI. FK's online courses on video creation and editing also can showcase FK's expertise. AI co-piloting tasks can save on labor costs without compromising quality. By diversifying its revenue streams, FK can achieve financial growth and minimize the need to expand the team. By demonstrating expertise and freeing up resources, FK can turn its weakness in terms of resources into a strength that can capture more market opportunities.

Strengths-Threats (ST) Strategies

To address external threats and stay ahead of the competition, FK should focus on developing innovative and customized solutions that meet clients' unique needs and preferences. Building a reputation and developing strong relationships with clients by delivering high-quality customized products, working collaboratively, communicating effectively, and building trust are vital for loyalty and retention. In addition, building a strong brand identity that communicates the company's mission, values, and unique selling points is also critical for growth and to thrive in a competitive market.

Weaknesses-Threats (WT) Strategies

Proactively investing in AI-powered tools to automate tasks in video production can improve efficiency and free up time for the team to focus on more complicated and creative tasks. Building and training a strong team with new skills and ideas also allows the company to compete with larger companies. In addition, because some of the tasks are completed with AI-based tools, FK needs to build a strong relationship with their outsourced contractors to ensure alignment with the company's goals and expectations. Exploring new markets that are not price

sensitive also can lead to financial growth. By neutralizing their weaknesses, FK can keep the threat of AI and larger competitors at bay.

STP APPROACH

Segmentation: High-paying clients: Luxury Real Estate, Hotels (4- to 5-star), Travel Agencies, Wedding Planners, High-Fashion Clothing, and Luxury Car Companies.

Targeting: Luxury Real Estate and Hotels are the most attractive and feasible segments.

Positioning Statement: FK is a full-service video production company that specializes in creating immersive visual content for high-end clients in the real estate and hotel industries. Our mission is to develop engaging and impactful video content that effectively conveys your unique brand story and leaves an unforgettable impression on your audience. We are committed to delivering high-quality and customized solutions to meet your unique needs that help you to achieve your marketing goals and stand out in a competitive market.

SUSTAINABLE COMPETITIVE ADVANTAGE ANALYSIS

According to Patricia, FK has three main competitors in similar video marketing segments. One Shot Productions specializes in promotional videos for commercial real estate and hotel resorts. Kovhal Homes focuses on video tours and building photography collections for luxury real estate homes. Story Bridge Creative focuses on commercials, documentaries, and various projects for high-profile businesses. All three are well established and have large film crews that allow them to handle more projects and charge higher prices. Nevertheless, they have longer turnaround times and higher overhead costs. Moreover, the larger firms are often associated with bureaucracy and thus less flexible to the customers' creative needs and less adaptive to disruptive changes in technology innovation (Cassiman & Veugelers, 2006).

FK's low-cost structure, based on their ability to handle large-scale projects with a small team, is one pillar of a sustainable competitive advantage. Their overhead expenses are low, which allows them to invest in cutting-edge equipment and technology to improve the quality of their work. Being a new entrant to the market and offering competitive prices with high-quality products will be attractive to customers.

As part of their strategy, FK is recommended to invest in VR and AI to innovate their service offerings continuously. If the company can design VR tours of properties for real estate clients, this will set them apart. This is an ideal product to offer as a new entrant to the market. In addition, adopting AI will improve the company's turnaround time by automating the editing process, providing a strong competitive advantage in delivering quick results (see Appendix 2 for examples of related AI tool usage. See (Eapen et al., 2023) for examples of ChatGPT, Mid-journey, and stable diffusion usage for creative work, such as video and visual idea generation). This time saving will further help the team to focus on management, customer relationships, and strategy.

In a competitive luxury hotel and real estate market, immersive visual content is crucial to help the clients differentiate and create unique selling points. FK excels in producing visually engaging content videos, using motion graphics and visual effects with cutting-edge equipment. They use a collaborative approach to working with clients to meet their needs by creating

customized products that effectively convey their business vision. Having high-end clients will increase FK's strengths and allow them to enhance their offering of unique and unforgettable experiences to this attractive segment.

MARKETING GOALS AND OBJECTIVES

The business goal is to penetrate a new high-end audience, including real estate firms that focus on high-end homes and upscale hotels in the 4- to 5-star range. By doing so, FK will increase its overall annual revenue. They will continue to provide personalized and innovative products and services by leveraging AI and other innovative technology in support of making high-quality videos. The company will maintain its work culture, working collaboratively with its clients to ensure that the client's communications with their customers are conveyed effectively. To minimize loss of profit to a 15% reduction in revenue due to sifting resources to the deployment of AI tools and online courses during the repositioning and transition period, the company will adopt AI to reduce content creation/edit time and cost and sell online courses on video creation/editing. In November 2023, FK will develop online video courses on platforms such as Skillshare, Udemy, and LinkedIn Learning, with the aim to earn \$4,000 by the end of the year. FK also will use affiliate marketing to sell the sponsored equipment used in online courses.

Beginning in May 2023², FK will employ a door-to-door approach to target high-end hotels and real estate agencies in the local market. The owner or a hired manufacturer representative who is paid on a pure commission basis will cold-call each potential client. FK's pitch will highlight the benefit of having a video on the client's website to increase conversions by 86% (Howard, 2018). According to Turea (2019), 56% of business travelers and 35% of leisure travelers engage with hospitality-related videos. From May to August, these representatives will connect with 50 clients per week, with the aim to acquire 15–20 clients. FK will work closely with these clients, providing high-quality sample videos until at least three clients sign a year-long contract. In December, Instagram, Tiktok, and FK's website will be used to advertise the sample videos and will include clients' testimonials, with the aim of earning \$1,000 from Instagram reels. Successful completion of the plan will increase FK's 2024 total revenue by 110% as compared to 2022.

MARKETING STRATEGY AND MARKETING MIX

Primary Target Market

The primary target market for FK is luxury real estate and hotels. These are high-end clients with substantial budgets who value high-quality visual content to maximize traffic and bookings. FK's customized products align with the new target segment's requirements, effectively conveying their message and vision through immersive visual content.

² Case was written in April 2023

Marketing Mix (The FOUR Ps)

Product

FK offers products and services, including video marketing, photography, editing, online courses, and affiliate marketing with competitive prices. They prioritize customer satisfaction and collaborate closely with clients to ensure high-quality products and timely delivery. FK aims to automate tasks, enhance editing software, and deliver innovative products in different formats. To expand their brand and social media presence, they will join Affiliate Programs (to advertise affiliated products in the online courses and FK website) and promote brands on Instagram and other platforms. They also will offer online courses through platforms such as Udemy, LinkedIn, and Skillshare (see the Risk Assessment section for more details).

Distribution/Supply Chain Strategy

To efficiently create and deliver high-quality video content, FK focuses on a reliable supply chain and distribution strategy. The company ensures that its equipment is regularly maintained and upgraded to avoid delays and maintain product quality. The owner maintains good relationships with equipment suppliers and contractors, providing quick access to necessary resources. This prioritizes FK as a top customer and sets them apart in a competitive market.

Pricing Strategy

FK employs value-based pricing to attract customers, increase bookings, and boost sales. Their competitive pricing varies based on clients' needs, urgency, hours, and equipment. Basic packages for an 8-hour day start at \$750, while complex projects can reach \$4,000. FK aims to invest in AI technology for higher-quality products and premium packages priced at \$5,000. They plan to innovate and adjust pricing based on market conditions and customer feedback.

Promotion strategy

FK's marketing strategy includes word-of-mouth referrals. The owner plans to target luxury realtors and hotels in high-growth areas and vacation destinations with a compelling pitch that highlights customers' benefits. The company will use a door-to-door approach for the local market, working collaboratively with customers and offering free video samples or discounted first projects. Bite-sized clips on social media (Instagram, Facebook) and FK's own website will provide a solid portfolio and attract new clients. Showcasing a range of sample videos made by FK from the same or similar industries, along with client testimonials, will demonstrate quality and address business-to-business concerns. By prioritizing value and optimizing the content on social media, FK aims to increase visibility and attract potential customers.

To identify potential hotel and real estate clients for FK's video marketing services, there are several approaches that they can take. The step-by-step process to help FK create a list of potential hotel and real estate clients is as follows. First, FK can utilize online directories, such as Google Maps, Yelp, or TripAdvisor, as they are valuable resources for finding hotels and can be used to compile a list of potential targets. They also can leverage LinkedIn to identify potential hotel and real estate clients. For example, they can search for hotel owners, managers, and

marketing professionals in the area and reach out to them directly. Second, FK can attend trade shows, conferences, and networking events related to the hospitality industry. These events can provide opportunities to connect with hotel owners, managers, and decision makers. This is an ideal place to collect business cards and contact details from the hotels. Third, FK can tap into their existing network and connections in the hospitality industry. The company can ask friends, colleagues, and business associates whether they know anyone who owns or manages hotels or is a luxury realtor. Referrals and personal introductions can help them to establish trust and credibility when reaching out to potential clients.

During this phase, FK should build a CRM system (Zoho CRM software; <https://www.zoho.com/crm/>). As FK gathers information about potential hotel and real estate clients, it is crucial to organize and track this data. Being able to store and manage leads, record interactions, and follow up on tasks is essential. Once FK has compiled a list of potential hotel clients and realtors, they need to review and prioritize them based on factors such as size, reputation, and location. This will help FK to focus their efforts on the most promising and feasible leads.

ACTION STEPS, FINANCIAL EVALUATION, AND CONTROLS

Timeline

One month: Discontinue contracts with offshore editors, complete AI integrations, and build curriculum video marketing courses for Skillshare, LinkedIn Learning, and Udemy.

One month: Initiate door-to-door strategy for initial outreach for a period of three months, launch online courses, and post Instagram Ads and Reels to gain a following.

One month: Launch Instagram ads and begin posting new relevant content from the new portfolio.

Three months: Film video projects for clients who agreed to the free sample; document this process for additional content to create a premium online course on how to change market segments.

Three months: Update website with new video projects and prepare a marketing strategy for a new segment.

Risk Assessment

FK will need to reduce their work with current clients to focus on building their internal business operations. To mitigate the risk of losing the business, the current business will remain running with limited supervision from Patricia and two other employees. Most of the tasks can be co-piloted with AI tools, such as storyboard creation, video script, and basic video editing. Further, Patricia will promote her existing employees to managerial positions to take on the bulk of the production and post-production tasks (see Appendix 3).

During this transition, FK will start affiliate marketing campaigns for the video camera and software companies that have generous commissions. For example, GoPro and DJI (a drone company) offer a 5% commission for any product sold via an affiliate link, and Adobe offers 85% off the first month for a Creative Cloud subscription plus 8.33% for the following annual subscription (Norris, 2023). In addition, LinkedIn's affiliate program offers \$10 per free trial

sign-up and 35% per subscription (\$40; LinkedIn, n.d.). Successful affiliate marketers can earn a sustainable income (average of \$5,000 per month) when they target the right niche (Costa, 2023).

In addition to affiliate marketing, FK will create video marketing courses for Skillshare, LinkedIn Learning, and Udemy. Video marketing skills are in high demand. In 2022, 93% of marketers expressed their plans to integrate video into their marketing strategies for the foreseeable future (Nizam, 2022). The courses will teach the fundamentals of videography and video marketing business. Skillshare and LinkedIn instructors can earn \$250–\$1,000 per month in royalties that grow over time (Cavalheiro, 2022; Taylor, 2018). Udemy has an attractive program in which instructors earn 97% of the sale when students purchase content with the referral link, and any other indirect sale is a 37% commission to the instructor. Further, the potential growth in selling knowledge is not limited to these three platforms, which makes this a time investment that FK can scale into a larger and dependable cash flow.

Financial Evaluation (see Appendix 3 for details)

There are many benefits and opportunities that arise when moving into a segment that has higher capital to spend on FK's video marketing service. FK's 2024 goal is to have three clients on a one-year contract. Each contract will be \$8,000 per month, which would secure \$288,000 in contract revenue. The total increase in net income from 2022 to 2024 will be 110%. In addition, the plan expects FK to have prospective clients reach out and request ad-hoc projects. FK will provide a deal for first-time clients, at \$5,000 for each project. The increased revenue will allow Patricia and her team to scale the company and focus on other streams of income, such as online courses, affiliate marketing, and social media presence. The transition into the new segment is a step in the right direction for the success of FK.



Appendix 1: TOWS MATRIX

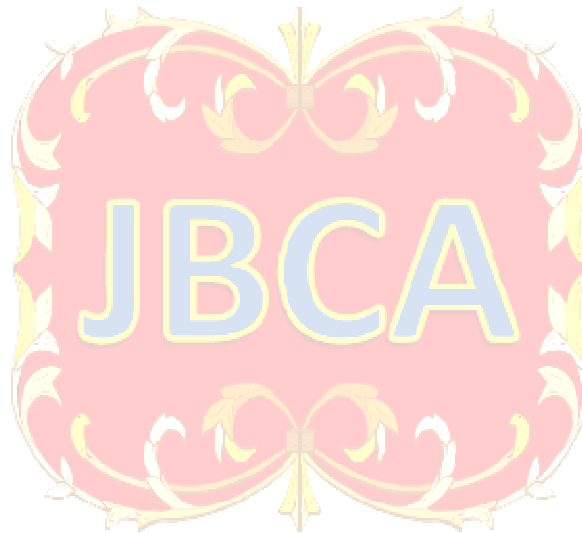
Internal Elements	Organizational Strengths <ul style="list-style-type: none"> · Experience/expertise in various skills · Large range of services and equipment · Customized solutions and flexibility · Collaborative approach with customer · Low-cost structure · High customer satisfaction 	Organizational Weaknesses <ul style="list-style-type: none"> · Small team (3 employees + 2 contractors) · Dependence on the owner · Limited financial growth · High competition · High volatility · High capital requirements
External Elements	Strategic Options	
Environmental Opportunities <ul style="list-style-type: none"> · Adopt VR to offer new service type · Rebuild website · Explore services for high-paying markets (luxury real estate, hotels) · Grow demand for video content across various industries · Expand the team to oversee production 	SO Strategies <ul style="list-style-type: none"> · Update the website to include a strong portfolio for the new target segment (high-end real estate and hotels) · Invest in VR to offer innovative, unique, and engaging video content · Invest in online advertising 	WO Strategies <ul style="list-style-type: none"> · Explore additional revenue streams, such as developing online courses for how to create high-quality videos and edit videos · Promote current employees to managerial positions
Environmental Threats <ul style="list-style-type: none"> · Well-established competitors, large capital · Rise of AI and automation · Low outlier growth · Emergence of new competitors · Changing client preferences and demands · Rising cost of labor, equipment, and software 	ST Strategies <ul style="list-style-type: none"> · Continue to develop innovative products to stay ahead of the competition · Focus on customized solutions · Build strong relationships with clients · Build a strong brand identity 	WT Strategies <ul style="list-style-type: none"> · Utilize AI: automate tasks, improve efficiency · Build a strong relationship with outsourced contractors to ensure that they are aligned with the company's goals and expectations · Explore new markets: increase financial growth

Appendix 2: AI Tools in the Video Production Industry

ChatGPT: Writes storylines that highlight the client’s requested features.

MidJourney: Creates visually appealing customized pictures to assist in storyboard development.

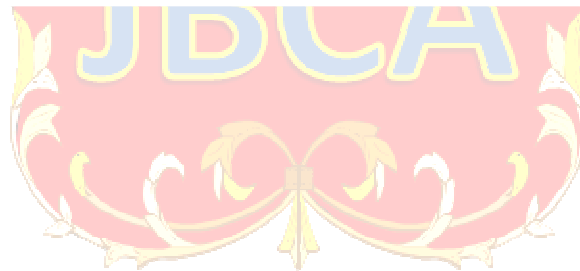
Adobe Premier: Provides AI video editing with its text-based editing feature. It transcribes video speech, allowing users to edit audio by modifying text. Features include identifying filler words, detecting silence, and creating realistic text-to-speech models. Instead of rewatching recordings and manually clipping out errors, users can make text edits that are reflected in the audio. This saves considerable time for editing speech-heavy projects, such as documentaries, interviews, and podcasts. Premier plugin “Autopod” automates multi-camera sequence editing, accommodating up to 10 cameras and microphones. It quickly processes raw footage into a near-finished video within minutes, saving hours of manual work. This tool is especially useful for projects such as FK’s online video courses.



Appendix 3: FINANCIAL EVALUATION

2022 INCOME STATEMENT		Estimated 2023 INCOME STATEMENT		ESTIMATED 2024 INCOME STATEMENT	
Total Revenue		Sales Revenue		Sales Revenue	
Contracted Projects	\$160,000	Contracted Projects	\$136,000	Annual Contracts (each \$8000/month; qty 3)	\$288,000
Ad-Hoc Projects	\$64,000	Ad-Hoc Projects	\$54,400	Ad-Hoc Projects (\$5000 for 1st time clients; qty 6)	\$30,000
<i>(prices of the projects vary per client)</i>		Online Courses (Skillshare, LinkedIn, Udemy)	\$4,000	Loyal Clients (From Previous Segment)	\$40,000
		Instagram Reels	\$1,000	Online Courses (Skillshare, LinkedIn, Udemy)	\$17,400
		<i>Revenue, Supplies and Wages estimated to decrease by 15% from 2022. Travel will increase about \$5,000 from door-to-door strategy. KeyFrame will begin courses and IG reels in Q3.</i>		Instagram Reels	\$4,000
				Affiliate Marketing	\$2,000
Total Revenue	\$224,000	Total Revenue	\$195,400	Total Revenue	\$381,400
Operating Expense		Operating Expense		Operating Expense	
Fixed Costs	\$1,300	Fixed Costs	\$1,300	Fixed Costs	\$1,300
Supplies	\$500	Supplies	\$400	Supplies	\$1,000
Travel/Mileage	\$3,000	Travel/Mileage	\$8,000	Travel/Mileage	\$5,000
Wages	\$126,200	Wages	\$100,960	Wages	\$176,000
		Website Development	\$2,000	Instagram Ads	\$2,400
		AI Course (Bootcamp)	\$2,500		
Total Expenses	\$131,000	Total Expenses	\$115,160	Total Expenses	\$185,700
Operating Income	\$93,000	Operating Income	\$80,240	Operating Income	\$195,700
Tax Rate 21%	\$19,530	Tax Rate 21%	\$16,850	Tax Rate 21%	\$41,097
Net Income	\$73,470	Net Income	\$63,390	Net Income	\$154,603
				Total Increase in Net Income 2022-2024	110.43%

WAGE STRUCTURE			
2022 Employee Wage		2024 Employee Wage	
2 Videographers - \$25/hr	\$100,000	FT Production Director	\$75,000
1 Part-Time Assistant \$20/hr	\$20,800	FT Post-Production Manager	\$75,000
Contractor (Vietnam) - \$1/photo to edit	\$2,400	PT Executive Assistant - \$25/hr	\$26,000
Contractor (Philippines) - \$5/30 sec video	\$3,000		
Total Wages	\$126,200	Total Wages	\$176,000



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