

**Should Swedish Match (SM) and Phillip Morris International (PMI)
fundamentally revise their aggressive marketing strategy for their
nicotine pouch line ZYN?**

Tamara Malazonia

University of Bath, School of Management

Abstract

This paper will discuss the ethicality of the aggressive marketing campaign behind the endorsement of ZYN nicotine pouches through utilitarian analysis. ZYN is less harmful than traditional tobacco products, but it comes with dangers of addiction and health risks, especially for youth. The nicotine pouch category is one of the fastest growing categories in alternative nicotine products (Swedish Match, 2020). With the ban on disposable vapes by June 2025 in the UK (gov.uk, 2024), and the overall negative stigma of vaping and smoking worldwide, nicotine pouches are becoming trendy and a 'safer' alternative. The packaging brings connotations of candy and social media campaigns are bringing in more users (Stern, 2024). Is it ethical for ZYN to be endorsed as aggressively as it is? Or should there be an intervention? And if there was an intervention, what would that look like? This paper will explore whether SM and PMI should revise their marketing approach, using ethical frameworks such as utilitarianism. It will also discuss the role of competition, corporate responsibility, and government regulation in promoting more responsible marketing practices in the nicotine industry, as well as potential solutions.

Background

Swedish Match (SM) is a tobacco company primarily producing snus, a moist tobacco pouch placed under the upper lip for rapid nicotine absorption (Plurphanswat et al., 2020). Originally, snus packaging was plain (Figure 1). While snus is culturally significant in Sweden, its sale was banned across the EU in 1992 (Euro Parliament, no date), blocking SM from legally exporting it. Additionally, snus users were mostly older men, necessitating rebranding to attract a wider audience

(Riddler, 2017). Growing public stigma against tobacco further reduced sales (Levy, 2023).

By the early 2000s, global tobacco stigma increased, yet many struggled to quit smoking. SM capitalized on this (Plurphanswat et al., 2020). In 2014, they launched nicotine pouches (NPs) under the ZYN brand in Colorado, USA. Derived from tobacco or synthetic nicotine, ZYN is marketed as “tobacco-free” (Hrywna et al., 2021; Robichaud et al., 2020; Czaplicki et al., 2022), with flavors like mint, cinnamon, and coffee (zyn.com, 2023).

Research suggests NPs pose lower health risks than e-cigarettes or vaping, making them a viable alternative for smokers (Patwardhan et al., 2019; Azzopardi et al., 2022; Jablonski et al., 2022; Clarke et al., 2019; Mannes et al., 2022). Recently, ZYN has been promoted as a cleaner nicotine option (O’Connor et al., 2022; Levy et al., 2022; Patwardhan et al., 2022). It became nationally available in the USA by April 2019 (Plurphanswat et al., 2020).

SM meticulously planned ZYN’s marketing alongside product development (Plurphanswat et al., 2020). Its Board Chairman, formerly a marketing director at Procter & Gamble, played a key role (Swedish Match, 2020). ZYN’s campaign avoids clear health warnings, favoring slogans like “Zyn is... Freedom on the go.” With colorful packaging, sleek design, and candy-like appeal, it has raised concerns about attracting non-smokers, including youth (Stern, 2024) (Figure 2) (Duan, 2022; Vogel, 2022).

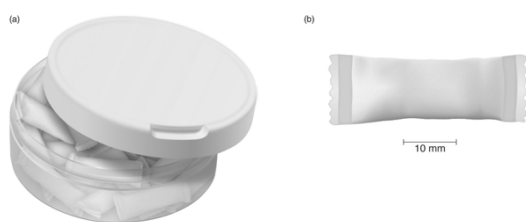


Figure 1- An artist's illustration of a nicotine pouch before marketing campaign (Azzopardi et al 2021)



Figure 2- 2024 Website content of ZYN products (Zyn.com, 2024).

ZYN's marketing strategies have been key to its success. In 2020, SM saw record sales and profits, driven by ZYN's strong US market presence (Swedish Match, 2020). Today, SM holds 58.5% of the global nicotine pouch market, making it the industry leader (Euromonitor International, 2022).

However, nicotine poses known and unknown health risks often downplayed in marketing. It is highly addictive and linked to dopamine deficits, gum recession, dependency, osteoporosis, delayed healing, anxiety, high blood pressure, and fertility issues (Starkman, 2021; MacMillan, 2024). The long-term effects of NPs remain unclear, making users part of an ongoing experiment. Some countries, including Canada and Australia, have banned or restricted their sale due to health concerns (O'Connor, 2022).

In 2019, when ZYN became fully established in the USA, there were no independent scientific studies published about the product. By 2018, SM had conducted only two in-house marketing studies (Rodu, 2016). Furthermore, many scientific publications

on NPs have been funded through unrestricted grants from former tobacco manufacturers such as PMI (Plurphanswat et al, 2020). The health risks and restrictions in some countries underscore the importance of analysing ZYN's aggressive marketing campaign from an ethical perspective. This case extends beyond legal compliance to require a business ethics analysis of the question:

"Should Swedish Match use aggressive marketing strategies for ZYN, a practice that began in 2014 and continues today?"

Addressing this requires analysing marketing management and strategy. Marketing management includes misleading tactics that create artificial demand (Figure 4), such as loyalty points and referral bonuses (Figure 5). Marketing strategy raises concerns about targeting vulnerable groups, including those with mental health disorders and young adults (Vogel et al., 2022).

SM has admitted its current marketing approach is unsustainable, stating, "the current situation in marketing is unsustainable" (Swedish Match, 2020). This invites discussion on self-regulation and ethical responsibility in the NP market. Through a business ethics lens, this analysis assesses whether ZYN's aggressive marketing is justifiable, given its public health impact.

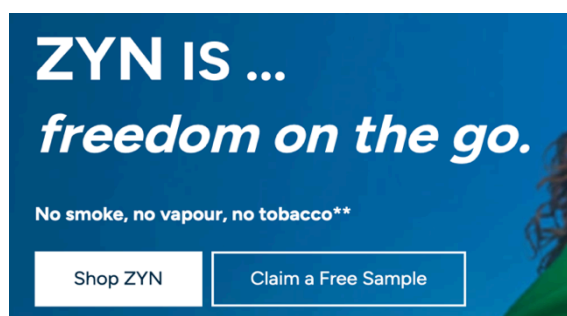


Figure 4- Marketing campaign to create artificial wants (Zyn.com, 2024)



Figure 5- Marketing campaign to create incentives to purchase (Zyn.com, 2024)

Utilitarianism Approach

Marketing is one of the most ethically controversial management fields (Nantel, 1996). Many marketing scholars engage with business ethics (Glozer et al., 2019; Crane et al., 2019), yet marketers argue that unclear duties complicate ethical analysis (Murphy et al., 2012). A deontological approach could help establish explicit marketing rules (Nantel, 1996), ensuring ethical oversight. Regulatory bodies like the ASA operate under duty ethics, making this approach relevant. However, deontology and virtue ethics struggle with systemic issues and cultural diversity (Zeyen & Beckmann, 2018). There is also debate over marketing's responsibilities (Saren et al., 2024). Ethical egoists might see ZYN's campaign as ethical if purchases are freely made, but this is hard to determine.

Utilitarianism offers a suitable framework for assessing marketing ethics by considering business-society interrelations (Gustafson, 2013). It defines the right action as that which maximizes overall good (Savulescu, 2020). Economists defend utilitarianism as fairness-driven (Chung, 2023), prioritizing benefits, prosperity, and happiness (Herbut, 1997, p. 527).

The classical definition of marketing is "human activity directed at satisfying needs and wants through exchange process" (Kotler and Turner, 1981). This definition

reflects a predominantly utilitarian perspective and aligns with SM's approach when planning the marketing campaign. The utilitarianism approach is appropriate here because it aligns marketing goals with broader social and consumer benefits, ensuring campaigns provide value to society. Using act utilitarianism and applying a hedonic calculus, this essay analyzes and discusses the ethicality of SM's and PMI's decisions from a business ethics perspective.

Hedonic calculus (felicific calculus), formulated by John Stuart Mill, is used to determine the overall utility of SM's and PMI's marketing strategies for ZYN (Mill, 2009). A comprehensive act-utilitarian analysis considers every possible alternative act. Here, I examine two outcomes: extensive marketing campaigns for ZYN versus 'business as usual,' marketing blandly like traditional snus products. Previous tobacco-based NPs (snus) had bland marketing due to strict restrictions on tobacco campaigns (Figure 1). Considering all possible alternatives to the ZYN campaign would be ambiguous (Brady, 1985). Thus, other alternatives (e-cigarettes, vapes, and traditional cigarette smoking) are embedded into the pleasures and pains of NPs compared to them.

Table 1 (see Appendices) summarizes the pleasures and pains of both acts and the utility for each stakeholder involved. The results conclude that SM's and PMI's decision to execute aggressive marketing strategies such as flavorings, slogans, lack of health warnings, and sleek packaging was ethically wrong.

Critical Evaluation and Analysis

SM's successful marketing campaign for ZYN was vital to maintain profits. Marketing is a powerful institution that generates substantial wealth for businesses (Prothero, 2016). SM succeeded in marketing ZYN, further boosted by PMI's acquisition of the

company for \$16 billion (Reuters, 2024) (Murray, 2024). As seen in Table 1, ZYN's market share and projected sales of 23 billion nicotine pouches by 2030 (Channel 4 Documentaries, 2024) would result in PMI potentially earning \$110 billion in additional sales revenue from 2014 to 2030 (Swedish Match, 2023). PMI, with its better position in lobbying governments, has the potential to aggressively promote nicotine pouches as a safer alternative (Gilmore et al., 2015; Levy, 2023). Furthermore, as the first company to launch nicotine pouches, SM stands to benefit from market dominance.

NP sales increased by 489% in US convenience stores from 2019 to 2021 (Hammond et al., 2023). The growth in retailers selling ZYN—from 79 to 129 from 2019 to 2021 (Swedish Match Sustainability Report, 2021)—supports this. Over time, consumers may need more nicotine (Tattan-Birch et al., 2022), so sales could exceed predictions. Without ZYN, SM's profits would have declined. In terms of pleasure, the intensity, certainty, and extent are high, though the duration could be short-lived, especially if sales decline later. Another pain could arise if backlash against NPs emerges.

Act utilitarianism analysis often assumes profit maximization as the main pleasure (Gustafson, 2013), but for SM and PMI, profit is not the only pleasure. ZYN's marketing also reflects a societal goal of a tobacco-free future. Both companies aim to reduce cigarette consumption by promoting ZYN as a safer alternative, with the goal of eliminating tobacco-related morbidity and mortality (SM Sustainability Report, 2021). The operating profit for SM from smokefree products increased from 62% in 2014 to 74% in 2021 (Swedish Match, 2021), indicating a decline in traditional tobacco products like cigars. However, the certainty of ZYN's contribution to reducing

tobacco use is debated. Some studies show nicotine pouches attract non-tobacco users as well (Patwardhan, 2022), reducing their purity as a harm-reduction tool.

A potential pain for the company is the backlash from health studies showing long-term nicotine dangers. Despite limited health studies on nicotine exposure due to the need for longitudinal research (McGrath-Morrow, 2020), emerging studies highlight risks like cardiovascular issues and addiction (Levy, 2023). The certainty of a backlash is not guaranteed, but the potential for reputational damage is high. There are emerging studies showing harms of nicotine, especially for youth (McGrath-Morrow, 2020) (Levy, 2023) (Felicione, 2022) (Stern, 2024). However, data consistently shows that nicotine is not a carcinogen, unlike tobacco (Mishra, 2015). But data shows that there increased risk of cardiovascular, gastrointestinal disorders, decreased immune response and impacts on your reproductive health. Next, nicotine is highly addictive (Mishra, 2015). The risks of nicotine to consumers are a cost, but the cost regarding the company's reputation if nicotine danger claims escalate are higher.

Historically, the tobacco industry faced a sharp decline in the early 2000s following scientific evidence on smoking risks (Statista, 2019). The global effort to reduce tobacco marketing (WHO Framework Convention on Tobacco Control) took decades to enact. By 2003, tobacco industry revenue dropped by over 25%. This history suggests that, while the potential for nicotine regulation is high, the timeline for significant harm to PMI's revenue could be longer (It took 38 years for PMI sales to decline from the first internationally recognised literature). Therefore, the propinquity of the cost of a bad reputation is lower, but though technological advancements and increased consumer awareness may shorten this decline. Similar pains and

pleasures can be denoted for the retailers and distributors, as the pleasure and pains of the company affect the supply chain.

In Calculation B, it is estimated a projected loss of £950 million annually by 2066 for PMI based on trends in cigarette sales (Phillip Morris International, 2023) (Figure 6). This calculation does not account for potential healthcare liabilities, which could significantly impact PMI's future revenue. PMI was liable for \$95.7 billion in healthcare costs due to tobacco use in the US (National Association of Attorneys General, 2024). The certainty of this is not guaranteed, therefore ranks lower than if it was guaranteed.

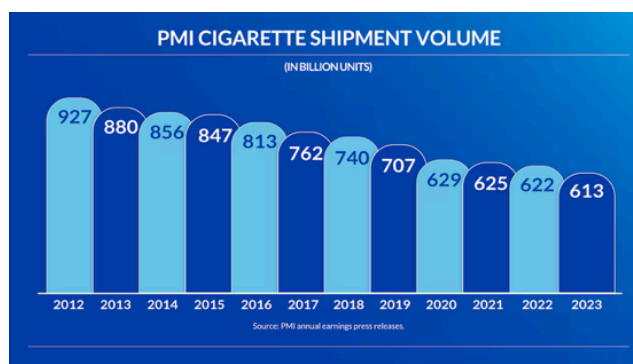


Figure 6- The decline in tobacco cigarette sales (Phillip Morris International, 2023)

The main risks with aggressive marketing are that nicotine is a harmful substance with associated risks (Sher, 2011) and aggressive marketing strategies put vulnerable populations, like children and those with mental health conditions, at risk. NPs have been marketed with little regulation (Swedish Match, 2023). NPs have been marketed to end cigarette addiction, but cigarette shipments remain high. By 2015 PMI's revenue increased once again, and that was around the time of investment into nicotine products.

Despite SM's stated policy of marketing ZYN exclusively to adults, evidence suggests that nicotine pouches (NPs) are being used by minors (Read, 2024; Vogel, 2022), undermining their claims. A critical external review of the marketing campaign reveals the risks of targeting unintended audiences, contributing to further harm.

ZYN, which resembles candy, is particularly attractive to minors. In the U.S., there has been a class-action lawsuit against PMI for purposefully targeting children (Stern, 2024). Children are especially susceptible to emotional influence (Eagle & Dahl, 2015), and studies indicate that nicotine exposure during adolescence can cause developmental abnormalities, harm health, and create a new generation of nicotine addicts (Leavens, 2019; Hammond, 2018; McGrath-Morrow, 2019). Even though SM claims to endorse an "adult-only nicotine" policy (Swedish Match, 2023), studies show that children are using ZYN (Read, 2024; Vogel, 2022). The reports from SM be critically examined, as the company has a vested interest in maintaining a positive reputation regarding their marketing practices. Thus, external sources must be used to analyze the unintended target audience and the resulting harm.

The cost of NPs to adult consumers, young adults, and the public sector is substantial. A study on NP use in professional football, published by the Professional Footballers' Association (PFA) and Loughborough University, highlights some of these costs (Read, 2024). 18% of male players and 22% of female players reported regular use of NPs, while 42% and 39%, respectively, had used them at least once. The addictive nature of NPs is evident, with 50% of current users expressing a desire to quit but being unable to do so. Furthermore, most players (56% of males and 86% of females) reported receiving no education about the risks of NP use, pointing to a significant awareness gap regarding its health impacts. ZYN use can

lead to withdrawal symptoms such as anxiety (Hughes, 2007). Nicotine researchers, including Rosemary Hiscock of the Tobacco Control Research Group at the University of Bath, argue that the safety of NPs is uncertain due to the lack of research on the effects of prolonged exposure to NPs held in the mouth (Hiscock, 2024).

A systematic review of evidence suggests that ZYN is linked to an increased risk of esophageal and pancreatic cancer (Valen, 2021; Mishra, 2015). Cohort studies indicate that ZYN may also elevate the risk of cardiovascular disease (Titova, 2021; Byhamre, 2020). However, due to the relatively short time ZYN has been on the market, there is a lack of long-term data on its health effects (Azzopardi, 2021). Calculations C and D demonstrate that the costs outweigh the benefits for both consumers and the public sector. This is because there is uncertainty regarding whether ZYN truly serves as a replacement for tobacco and, moreover, it introduces its own health risks. Additionally, nicotine pouches have attracted new users, particularly within the youth population, many of whom had not previously used tobacco (Saebo, 2022).

The source of the issue makes public health organizations/government a stakeholder too. There are many studies which show that nicotine pouches can be used as harm reduction as nicotine is less harmful than tobacco (Clarke, 2019). One study revealed that nicotine pouches are more likely to be used by tobacco users to transition away from tobacco (Plurphanswat, 2020). Current smokeless tobacco users found that ZYN was moderately-extremely appealing, and never and former tobacco users indicated much less interest. But it is important to question the objectivity of the source as the writers were given unrestricted grants from tobacco manufacturers and received consulting fees from SM and Phillip Morris. There is a

lack of studies done on the long-term effects on public health of nicotine addiction. But more studies are accumulating highlighting the risks. The perceived costs to public health are from youth appeal (Vogel, 2022), erosion of tobacco control gains, economic costs and regulatory challenges.

Conclusion from an ethical analysis

SM's decision to implement an aggressive marketing strategy for ZYN nicotine pouches and the continuation and increase of these tactics by PMI was ethically incorrect. The sum utility of SM going ahead with aggressive strategy caused more pain than of the utility of no aggressive marketing strategy. The decision presents an opportunity to reestablish their marketing strategies. It is important to note that the sales of ZYN should be permitted but the fundamental marketing strategy should change to create virtuous behavior.

Recommendations

To resolve the marketing strategy, one must make it "virtuous". SM and PMI advocate for responsible, proportionate, and harmonized product standards and claim that the current marketing situation is "unsustainable" (Swedish Match, 2022). Companies in the sector could engage in multistakeholder dialogues, contribute to parliamentary hearings, and influence public debates to align with ethical goals. By promoting ordo-responsibility and implementing targeted regulations, competition can coexist with ethical marketing, fostering a more sustainable market framework.

A solution to this is to keep competition between firms on product quality and meeting regulatory requirements through ordo-responsibility, which views competition as an instrument of social cooperation. However, to prevent the undermining of the "rules of the game" or fear of aggressive marketing by other

players, government legislation and international treaties can complement self-regulation. This has been demonstrated in tobacco control, where government legislation and the WHO's 2003 intervention were key to reducing tobacco sales.

Sweden's alcohol regulation via Systembolaget offers a strong example of government legislation combined with ordo-responsibility, prioritizing public health while maintaining market functionality. Systembolaget, the state-owned retail monopoly for alcohol above 3.5% ABV, focuses on reducing alcohol-related harm rather than maximizing profit. The store enforces age restrictions, limited operating hours, and subdued branding to deter excessive consumption (Omsystembolaget.se, 2022). This model offers a reference for regulating nicotine products, where public health-focused regulation could balance societal welfare and market functionality (Nordlund, 2007). By promoting responsible consumption, prioritizing quality, and addressing the affordability and availability of harmful products, this approach could offer valuable lessons for future tobacco and nicotine policies (Stockwell et al., 2018).

Summary

In conclusion, the research question is best addressed by suggesting a revision of their current approach. From a utilitarian perspective, both the original bland strategy and the current aggressive tactics have negative consequences, with the aggressive strategies being particularly unvirtuous and harmful to public health. Although competition is vital for driving innovation, the solution lies in a system of "ordo-responsibility"—self-regulation among competitors—supported by government regulation. Without government intervention, firms will remain trapped in fear-driven competition. Using Systembolaget as a reference, government regulation could

establish a framework that balances market functionality with public health objectives. Therefore, to foster ethical marketing and align with public health standards, SM and PMI should revise their current marketing strategy for ZYN. The selling of ZYN should be permitted but the markets should fundamentally change to promote virtuous behavior from SM/PMI.

Appendices

1) Details of Original Assignment

Select any real-life business decision made in the last 10 years that is of interest to you and evaluate the organization's decision from a business ethics perspective. The broad situation may have arisen prior to 10 years ago, but you need to select a specific decision that happened within the 10 year time frame. The decision can be related to acts conventionally perceived as misconduct or as exemplary behaviour.

You are expected to *theoretically evaluate* a particular decision that has been made by a particular organization using (ideally one) business ethics theory. Your analysis should conclude why it occurred, and possibly how the framework conditions of the market (competition etc.) have influenced the decision, and whether the decision was ethical or unethical.

| Stakeholder | (A) Use aggressive marketing campaign | | (B) Business as usual (Traditional Bland Packaging/Flavors/Slogans) | |
|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Pleasure (Benefit) | Pain (Cost) | Pleasure (Benefit) | Pain (Cost) |
| Swedish Match/Phillip Morris (Company) investors, suppliers, employees | <p>7- Economically beneficial (Hammond et al 2020) Profits an estimated £87.48 billion from ZYN by 2030 See Calculation A</p> | <p>4- Increased exposure of nicotine backlash after longitudinal studies were established. The stock price of Phillip Morris has been dropping. Profit loss £950 million per year in 2066 See Calculation B (Livsey, 2024)</p> | <p>4- Less backlash-steady sales and steady reputation of not endorsing ZYN but placing on the market. In 2012, profits in million SEK were 2,907. In 2013, profits dropped to 2,711, and 2014 to 2,626. After the introduction of ZYN in 2014, profits in 2015 went up to 2,803. And in 2016, a huge jump to 5,123 million SEK (Swedish Match Report, 2016). It can be assumed the profits would have increased without aggressive strategies, but to a lesser extent</p> | <p>6- Reduced market share. Competitors would use aggressive marketing strategies, and consumers will tend to pick the aggressive marketing option (McKenna, 1991)</p> |

| | | | | |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | |
| | <p>5- CSR Recognition as Endorses tobacco-free- can be awarded with Modified Risk Tobacco Product by the FDA which deems nicotine pouches a safer alternative than other tobacco products (Swedish Match 2023 Report)</p> | <p>6- Healthcare costs attributed to ZYN will have to be paid for by Phillip Morris. Same as when Phillip Morris paid for healthcare costs attributed to smoking of £74.59 billion. See Calculation A (Sharma, 2016)</p> | <p>5- Profits from ZYN would still be present and popularity would increase due to demand of consumers for a tobacco-free alternatives, the brands strength and market position, credibility and consumer loyalty (WHO 2023b) (Mejia, 2010)</p> | <p>4- Tobacco sales would be higher, and the company would be attributed to having not implemented any change. Backlash from government. (Gostin, 2013)</p> |
| | <p>6- Increased chance of nicotine pouch market dominance as the first ones to release on market (Strand, 2023)</p> | | | <p>6- Inefficient in terms of sales, so it would limit the expansion of ZYN (Rachmad, 2024)</p> |
| | <p>5- Meeting the consumer demand for tobacco-derived products (WHO 2023b) (McCarthy, 2018) (Herzlich, 2024)</p> | | | <p>6- Weaker brand identity and consumer trust there a loss of long-term customer relationships (Deloitte, 2023) (Quinn, 2021)</p> |
| | | | | <p>6- Public perception of ZYN will be more aggressive and harmful because the current marketing campaign highlights the positives and innovations of the pouches (Yohn,</p> |

| | | | | |
|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | 2019) (Truth Initiative, 2019) 5- Brands with strong visibility often attract more investors. ZYN may struggle to attract more investors (Deeb, 2017) |
| Consumers (Adult Smokers) | <p>7- Potential ending of cigarettes (harm reduction tool) (Swedish Match Sustainability Report 2022) (Patwardhan and Fagerström, 2021). 12% shift in profits to nicotine pouches from tobacco (Swedish Match Report, 2014,2021)</p> <p>2- Convenience of being readily available in stores for recreational use</p> | <p>7- Addicted to white snus. The cost for consumers is high. Users in the USA are estimated to be 1.1445 million. (Swedish Match Report, 2023) (Read, 2024). See Calculation C See Calculation D</p> <p>5- Potential for dual use (Read, 2024)</p> <p>5- Health Risks associated with nicotine pouches (Valen, 2021) (Mishra, 2015) (Azopardi, 2021)</p> <p>5- Normalisation of the use of nicotine in non-smokers (Azopardi, 2021)</p> | 8- Consumers acknowledge the harm and encourage nicotine without glamorizing the product. Consumers still have the right to purchase. | 7- Less accessible but the same health risks are present, |
| Consumers (Youth/Adolescents) | | 8- Lifelong Addiction and | 7- Much lower appeal and | 2- Small risk of youth uptake as can discover |

| | | | | |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| | | <p>coping mechanism (East, 2021)</p> <p>5-Psychosocial and behavioral consequences</p> <p>4-Gateway to smoking or vaping</p> <p>5-Health Risks of early nicotine exposure (Tattan-Birch, 2022)</p> | accessibility to youth | |
| Regulators/Public Health Authorities | <p>8-Harm reduction of smoking-related illnesses. Nicotine is less harmful than tobacco (Clarke, 2019) (Patwardhan, 2021) (Azopardi 2023) (Plurphanswat, 2020) (Figure 3)</p> | <p>8-Public health risk from youth appeal as in the UK, nicotine pouches can be sold to under-18s (Vogel,2022) (Murray, 2024) (Figure 7)</p> <p>3-Erosion of Tobacco Control Gains. The efforts to stop smoking will be lost through a new addiction</p> <p>4-Public health and economic costs</p> <p>7-Regulatory Challenges. Once a majority of the population uses it, it will be extremely difficult to navigate.</p> | <p>7- Accessible to adults who need it for a switch from tobacco, or adults that know the risks and buy for recreational use</p> | <p>4-Addiction to tobacco persists as less accessible and less people aware of ZYN</p> <p>3-Public health and economic costs still present</p> |
| | <p>8-Healthcare costs can be lower than traditional smoking. The global cost of cigarettes for healthcare has been \$422 billion (Goodchild, 2017)</p> | <p>4- Costs for treatment of nicotine addiction can also be extensive.</p> | <p>6-Enhanced public trust in harm reduction alternatives, and less chance of backlash for allowing promotion of ZYN</p> | |

| | | | | |
|----------------------------|----------------------------------------------------------------------------|------------------------------------|---------------------------------------|---------------------------------------------------|
| | | | | |
| Retailers and Distributors | 5- Higher sales and more customers, more profits. See Calculation A | 2-Reputational risks (Livsey 2024) | 2-Consistent demand and steady income | 6-Limited appeal for new customers = less profits |
| Totals | 53 Pleasures | 82 Pain | 39 Pleasures | 55 Pain |

| | | |
|---------------|----------------|----------------|
| Total Utility | 53-81=-29 Pain | 39-55=-16 Pain |
|---------------|----------------|----------------|

Table 1: Hedonic calculus is used to determine the ethicality of Swedish Match's decision to commit to marketing campaigns which aggressively endorse nicotine pouches. The stakeholders are listed on the left and the cost and benefits are represented in each cell. Utility considers intensity, duration, certainty, propinquity, fecundity, purity and extent. The utility is rated from 1-10. Each cell is added together to get a total of pleasure and pain for (A) and (B). The summing concludes that Swedish Match's decision to commit to marketing campaigns which endorse nicotine pouches was ethically incorrect, resulting in more pain than pleasure. The lesser of two evils is option (B), but as seen there is still more pain than pleasure for both..

Calculation A- Predicted Revenue

-23 billion sales- 2014-2030

-Swedish Match has 58.5% Market (Swedish Match, 2023) (Tobacco Tactics, 2024) (Euromonitor International 2022).

ZYN Sold 2014-2030: 23 billion x 0.585= 13.455 billion

-Sales revenue:

Each ZYN can- £6.50

£6.50 x 13.455= + **£87.458 billion revenue, 16 years**

From successful marketing campaigns of ZYN

Calculation B- Loss for ZYN

1. 1998- U.S Tobacco companies pay over \$206 billion to cover healthcare costs related to smoking

Phillip Morris- 45% of market share (Sharma et al) = $206 \times 0.45 = - \$92.7 \text{ billion lost}$

2. Cigarette sales decline

In 1990: 1.1 trillion cigarettes- 2023: 613 billion (-44.27%)

$1.1 \text{ trillion} - 613 \text{ billion} = 487 \text{ billion cigarettes not sold}$

$487 \text{ billion} / 20 = 24.350 \text{ billion packs}$ *Each pack around \$7.93 (inflation not considered)

$7.93 \times 24.35 \text{ billion} = - 193 \text{ billion lost}$

$193 + 92.7 = 285.7 \text{ billion losses for Phillip Morris}$

Estimated cost for ZYN (owned by Phillip Morris):

2023 ZYN Cans sold= 385 million cans x \$5.49 = \$2.11 billion.

2066 (projected) ZYN sold= 385 million x $(1-0.4427) = 214.56 \text{ million cans}$ x \$5.49= **\$1.18 billion loss**
= £950 million

+ healthcare cost

Calculation C- Estimated Users of ZYN in USA

334 million cans sold in USA 2023 (Swedish Match Report)

Avg user, 12 pouches a day (Loughborough)

Each tin has 15 pouches *

$12/15=0.8 \text{ ZYN cans a day}$

$0.8 \times 365=292 \text{ cans a year per person}$

Number of users, in USA= $334 \text{ million}/292=1.1445 \text{ million users in USA}$

***Subject to change**

Calculation D- Individual Cost of ZYN in USA

292 cans per year x \$5.49 = \$1603.08 = 1,290.48 GBP

334 million cans x \$5.49 = \$1.83 billion = 1.474 GBP billion

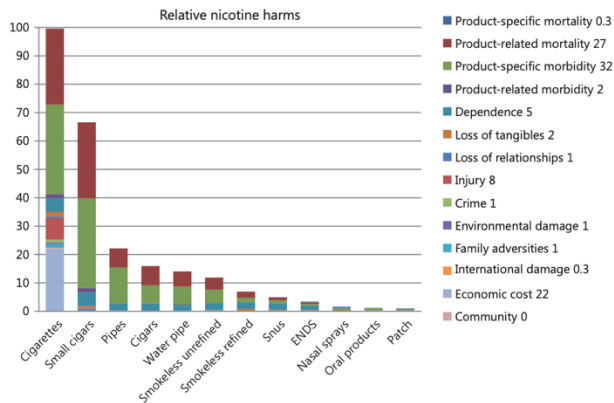


Figure 3- Overall weighted scores for each nicotine product (Nutt et al 2014). Oral nicotine products rank much lower than cigarettes, cigars and vapes.

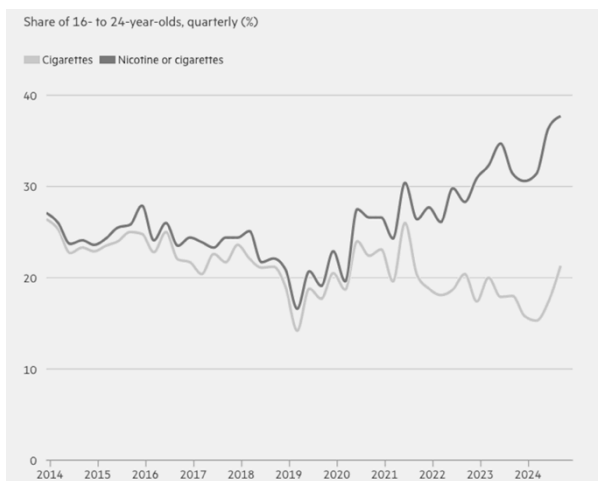


Figure 7: Nicotine use is surging among young people in England (Source: Murray (2024) from Financial Times, UCL Tobacco and Alcohol Research Group)

References

Azzopardi, D., Haswell, L.E., Frosina, J., McEwan, M., Gale, N., Thissen, J., Meichanetzidis, F. and Hardie, G., 2022. Assessment of biomarkers of exposure and potential harm, and physiological and subjective health measures in exclusive users of nicotine pouches and current, former and never smokers [Online]. *Biomarkers*, 28(1), pp.1–12. Available from: <https://doi.org/10.1080/1354750x.2022.2148747> [Accessed 20 November 2024].

Azzopardi, D., Liu, C. and Murphy, J., 2021. Chemical characterization of tobacco-free ‘modern’ oral nicotine pouches and their position on the toxicant and

risk continuums [Online]. *Drug and Chemical Toxicology*, 45(5), pp.1–9. Available from: <https://doi.org/10.1080/01480545.2021.1925691>. [Accessed 25 October 2024].

Bentham, J., 1789. *An Introduction to the Principles of Morals and Legislation*. Clarendon Press.

Boatright, JR (2009_). The implications of the New Governance for Corporate Governments. Paper prepared for the conference “Corporate Citizenship and New Governance” in Luther Stadt Wittenberg, November 2009.

Bowels, S (2004). *Microeconomics. Behavior, Institutions, and Evolution*. New York, Oxford and Princeton: Princeton University Press, chapter 1, pp. 23-55

Byhamre, M.L., Araghi, M., Alfredsson, L., Bellocco, R., Engström, G., Eriksson, M., Galanti, M.R., Jansson, J.-H., Lager, A., Lundberg, M., Östergren, P.-O., Pedersen, N.L., Trolle Lagerros, Y., Ye, W., Wennberg, P. and Magnusson, C., 2020. Swedish snus use is associated with mortality: a pooled analysis of eight prospective studies [Online]. *International Journal of Epidemiology*, 49(6), pp.2041–2050. Available from: <https://doi.org/10.1093/ije/dyaa197> [Accessed 25 September 2024].

Campaign for Tobacco-Free Kids, 2020. *New Studies Undermine Philip Morris’ Claim It Has Changed: Company...*[Online]. Available from: https://www.tobaccofreekids.org/press-releases/id_0904? [Accessed 3 January 2025].

Channel 4 Documentaries, 2024. *The Truth About Nicotine Pouches | UNTOLD | Channel 4 Documentaries* [Online]. *YouTube*. Available from: <https://www.youtube.com/watch?v=UvBvkuxiLHI> [Accessed 10 November 2024].

Chung, H., 2023. When utilitarianism dominates justice as fairness: an economic defence of utilitarianism from the original position. *Economics and philosophy* [Online], 39(2), pp.308–333. Available from: <https://doi.org/10.1017/S0266267122000098>.

Clarke, E., Thompson, K., Weaver, S., Thompson, J. and O'Connell, G., 2019. Snus: a compelling harm reduction alternative to cigarettes [Online]. *Harm Reduction Journal*, 16(1). Available from: <https://doi.org/10.1186/s12954-019-0335-1>. [Accessed 3 December 2024].

Czaplicki, L., Patel, M., Rahman, B., Yoon, S., Schillo, B. and Rose, S.W., 2021. Oral nicotine marketing claims in direct-mail advertising [Online]. *Tobacco Control*, 31(5), p.tobaccocontrol-2020-056446. Available from: <https://doi.org/10.1136/tobaccocontrol-2020-056446>. [Accessed 3 November 2024].

Data, 2023. *Global Nicotine Pouches Market – Industry Trends and Forecast to 2031* [Online]. *Databridgemarketresearch.com*. Available from: https://www.databridgemarketresearch.com/reports/global-nicotine-pouches-market?srsltid=AfmBOoqCkWDrD_aXOfdr2Pqn41kF4O3ZZ8M5hbtFhVaFoCexx-KIHjuX&utm_.com [Accessed 5 January 2025].

Deeb, G., 2017. *Marketing ROI--The Metric That Matters Most To Investors* [Online]. *Forbes*. Available from: <https://www.forbes.com/sites/georgedeeb/2017/06/01/marketing-roi-the-metric-that-matters-most-to-investors/>. [Accessed 3 November 2024].

Deloitte, 2023. *The Deloitte Consumer Review* [Online]. *Deloitte United States*. Available from:

<https://www2.deloitte.com/tw/en/pages/consumer-business/articles/gx-consumer-review.html>. [Accessed 3 November 2024].

Duan, Z., Henriksen, L., Vallone, D., Rath, J.M., Evans, W.D., Romm, K.F., Wysota, C. and Berg, C.J., 2022. Nicotine pouch marketing strategies in the USA: an analysis of Zyn, On! and Velo [Online]. *Tobacco Control*. Available from: <https://doi.org/10.1136/tc-2022-057360> [Accessed 3 November 2024].

East, K.A.; Reid, J.L.; Rynard, V.L.; Hammond, D. Trends and patterns of tobacco and nicotine product use among youth in Canada, England, and the United States from 2017 to 2019. *J. Adolesc. Health* 2021, 69, 447–456.

Euromonitor International. Passport: Global Market Information Database, 2022. euromonitor.com/tobacco. [Accessed November 10th, 2024]

Felicione, N.J., Schneller, L.M., Goniewicz, M.L., Hyland, A.J., Cummings, K.M., Bansal-Travers, M., Fong, G.T. and O'Connor, R.J., 2022. Oral Nicotine Product Awareness and Use Among People Who Smoke and Vape in the U.S. [Online]. *American Journal of Preventive Medicine*, 63(4), pp.611–618. Available from: <https://doi.org/10.1016/j.amepre.2022.04.019> [Accessed 13 December 2024].

Gilmore, A.B., Fooks, G., Drope, J., Bialous, S.A. and Jackson, R.R., 2015. Exposing and addressing tobacco industry conduct in low-income and middle-income countries [Online]. *The Lancet*, 385(9972), pp.1029–1043. Available from: [https://doi.org/10.1016/s0140-6736\(15\)60312-9](https://doi.org/10.1016/s0140-6736(15)60312-9) [Accessed 16 November 2024].

Goodchild, M., Nargis, N. and Tursan d'Espaignet, E., 2017. Global Economic Cost of smoking-attributable Diseases [Online]. *Tobacco Control*, 27(1), pp.58–64.

Available from: <https://doi.org/10.1136/tobaccocontrol-2016-053305>. [Accessed 4 December 2024].

GOV.UK, 2024. *Government crackdown on single-use vapes* [Online]. GOV.UK.

Available from:

<https://www.gov.uk/government/news/government-crackdown-on-single-use-vapes>.

Gustafson, A., 2013. In defense of a utilitarian business ethic. *Business and Society Review* [Online], 118(3), pp.325-360. Available from:

https://onlinelibrary.wiley.com/doi/pdf/10.1111/basr.12013?casa_token=XUfzopk4oVoAAAA:axEvkEbefhsF_7JU6xciVVq0Gs7O1QOHlmupwRhOJeNGYK_tzGXXr7qmoowl85pMs2UJLcYHEBVdOpY [Accessed 4 December 2024]

Hammond, D., Wackowski, O.A., Reid, J.L. and O'Connor, R.J., 2018. Use of JUUL E-cigarettes Among Youth in the United States, 2023. *Nicotine & Tobacco Research*, 22(5). Available from: <https://doi.org/10.1093/ntr/nty237>. [Accessed 4 December 2024]

Hammond, H. Nicotine Pouches: Tobacco's Fast-Growing Subcategory. CSP Daily News. 2020. Available online: <https://www.cspdailynews.com/tobacco/nicotine-pouches-tobaccos-fast-growing-subcategory> (accessed on 27 October 2024).

Herzlich, T., 2024. *Philip Morris Intl to open \$600M plant in Colorado to meet surging demand for Zyn nicotine pouches* [Online]. *New York Post*. Available from: <https://nypost.com/2024/07/16/business/philip-morris-to-open-600m-plant-for-zyn-nicotine-pouches/> [Accessed 5 January 2025].

Hrywna, M., Gonsalves, N.J., Delnevo, C.D. and Wackowski, O.A., 2022. Nicotine pouch product awareness, interest and ever use among US adults who smoke, 2021 [Online]. *Tobacco Control*, 1:4, p.tobaccocontrol-2021-057156. Available from: <https://doi.org/10.1136/tobaccocontrol-2021-057156>. [Accessed 4 December 2024]

Hughes, J., 2007. Effects of abstinence from tobacco: Valid symptoms and time course [Online]. *Nicotine & Tobacco Research*, 9(3), pp.315–327. Available from: <https://doi.org/10.1080/14622200701188919> [Accessed 4 October 2024].

International, P.M., 2022a. *PMI—Committed to the decline of cigarettes* [Online]. *Pmi.com*. Philip Morris International. Available from: <https://www.pmi.com/our-progress/pmi-committed-to-the-decline-of-cigarettes?> [Accessed 3 January 2025].

Jablonski, J.J., Cheetham, A.G. and Martin, A.M., 2022. Market Survey of Modern Oral Nicotine Products: Determination of Select HPHCs and Comparison to Traditional Smokeless Tobacco Products [Online]. *Separations*, 9(3), p.65. Available from: <https://doi.org/10.3390/separations9030065> [Accessed 2 January 2024].

Kozlowski LT. Effect of smokeless tobacco product marketing and use on population harm from tobacco use policy perspective for tobacco-risk reduction. *Am J Prev Med*. 2007 Dec;33(6 Suppl):S379-86. Available from:10.1016/j.amepre.2007.09.015. [Accessed 2 January 2024].

Levy, D.T., Cadham, C.J., Li, Y., Yuan, Z., Liber, A.C., Oh, H., Travis, N., Issabakhsh, M., Sweanor, D.T., Sánchez-Romero, L.M., Meza, R. and Cummings, K.M., 2022. A Decision-Theoretic Public Health Framework for Heated Tobacco and Nicotine Vaping Products [Online]. *International Journal of Environmental Research and*

Public Health, 19(20), p.13431. Available from:

<https://doi.org/10.3390/ijerph192013431> [Accessed 4 January 2025].

Levy, D.T., Warner, K.E., Liber, A.C., Travis, N., Sweanor, D.T., Meza, R. and K Michael Cummings, 2023. Potential Implications for Tobacco Industry Transformation of the Acquisition of Swedish Match by Philip Morris International [Online]. *Nicotine & tobacco research*, 25(12), pp.1899–1903. Available from:

<https://doi.org/10.1093/ntr/ntad138>. [Accessed 4 January 2025].

Leavens ELS, Stevens EM, Brett EI, et al. JUUL electronic cigarette use patterns, other tobacco product use, and reasons for use among ever users: results from a convenience sample. *Addict Behav.* 2019;95:178–183

<https://doi.org/10.1016/j.addbeh.2019.02.011> [Accessed 4 January 2025]

Livsey, A., 2024. *Big Tobacco will take heat on its smokeless transformation* [Online]. @*FinancialTimes*. Financial Times. Available from:

<https://www.ft.com/content/ce17beef-2a6b-4ca9-8e85-29e1f0fa4869>? [Accessed 5 January 2025].

MacMillan, C., 2024. *What Parents Should Know About Nicotine Pouches* [Online]. *Yale Medicine*. Yale Medicine. Available from:

<https://www.yalemedicine.org/news/nicotine-pouches>. [Accessed 4 January 2025].

Macrotrends.net, 2024. *Altria Revenue 2010-2024 | MO* [Online]. Available from:

<https://www.macrotrends.net/stocks/charts/MO/altria/revenue>? [Accessed 1 January 2025].

Mallock, N., Pieper, E., Hutzler, C., Henkler-Stephani, F. and Luch, A., 2019. Heated Tobacco Products: A Review of Current Knowledge and Initial Assessments [Online].

Frontiers in Public Health, 7(7). Available from:

<https://doi.org/10.3389/fpubh.2019.00287> [Accessed 4 January 2025].

Mannes M. Philip Morris clinches Swedish Match after smoking out opposition.

<https://www.reuters.com/markets/deals/philip-morris-wins-83-stake-swedish-match-goes-ahead-with-16-bln-takeover-2022-11-07/>. Published 2022. [Accessed November 14, 2024]

Markham, 2023. *Written questions and answers - Written questions, answers and statements - UK Parliament* [Online]. *Parliament.uk*. Available from:

<https://questions-statements.parliament.uk/written-questions/detail/2023-12-13/HL1183/> [Accessed 4 January 2025].

Marynak, K. L., Wang, X., Borowiecki, M., Kim, Y., Tynan, M. A., Emery, S., & King, B. A. (2021). Nicotine Pouch Unit Sales in the US, 2016-2020. *JAMA: the journal of the American Medical Association*. [Online] 326 (6), 566–568. [Accessed 4 January 2025].

McCarthy, N. (2018). Poll: U.S. smoking rate falls to historic low [infographic],

Forbes. Forbes Magazine. Available at:

<https://www.forbes.com/sites/niallmccarthy/2018/07/26/poll-u-s-smoking-rate-falls-to-historic-low-infographic/?sh=687094163351> (Accessed: November 17, 2024).

McGrath-Morrow, S.A., Gorzkowski, J., Groner, J.A., Rule, A.M., Wilson, K., Tanski, S.E., Collaco, J.M. and Klein, J.D., 2020. The Effects of Nicotine on Development [Online]. *Pediatrics*, 145(3), p.e20191346. Available from:

<https://doi.org/10.1542/peds.2019-1346>. [Accessed 4 January 2025].

McKenna, R., 1991. *Marketing Is Everything* [Online]. *Harvard Business Review*.

Available from: <https://hbr.org/1991/01/marketing-is-everything>. [Accessed 31 October 2024].

Mejia, A.B. and Ling, P.M., 2010. Tobacco Industry Consumer Research on Smokeless Tobacco Users and Product Development [Online]. *American Journal of Public Health*, 100(1), pp.78–87. Available from:

<https://doi.org/10.2105/ajph.2008.152603> [Accessed 31 October 2024].

Mill, J.S., 1861. *Utilitarianism*. United Kingdom: Parker, Son and Bourn. [Accessed 1 October 2024].

Mises, Ludwig von ([1949] 1996): *Human Action*. Irvington.

Murray, C., 2024. *Nicotine pouches prove a hit but come under increasing scrutiny* [Online]. @*FinancialTimes*. Financial Times. Available from:

<https://www.ft.com/content/8a4ab7c8-574c-4aa7-a8bb-7f6ef0d4b973>? [Accessed 5 January 2025].

Nantel, J. and Weeks, W.A., 1996. Marketing ethics: is there more to it than the utilitarian approach? [Online]. *European Journal of Marketing*, 30(5), pp.9–19.

Available from: <https://doi.org/10.1108/03090569610118713>. [Accessed 17 October 2024].

National Association of Attorneys General, 2024. *The Master Settlement Agreement and Attorneys General* [Online]. *National Association of Attorneys General*. Available from:

<https://www.naag.org/our-work/naag-center-for-tobacco-and-public-health/the-master-settlement-agreement/>. [Accessed 19 October 2024].

Nutt, D.J., Phillips, L.D., Balfour, D., Curran, H.V., Dockrell, M., Foulds, J., Fagerstrom, K., Letlape, K., Milton, A., Polosa, R., Ramsey, J. and Sweanor, D., 2014. Estimating the Harms of Nicotine-Containing Products Using the MCDA Approach [Online]. *European Addiction Research*, 20(5), pp.218–225. Available from: <https://doi.org/10.1159/000360220>. [Accessed 22 December 2024].

Omsystembolaget.se, 2022. *Systembolaget explained | Systembolaget* [Online]. Available from: <https://www.omsystembolaget.se/english/systembolaget-explained/>? [Accessed 5 January 2025]

O'Connor R, Schneller LM, Felicione NJ, 2022. Evolution of tobacco products: recent history and future directions. *Tob Control*.;31(2):175–182. [Accessed 4 January 2025].

Parliament.uk, 2023. *Written questions and answers - Written questions, answers and statements - UK Parliament*[Online]. Department of Health and Social Care. Available from: <https://questions-statements.parliament.uk/written-questions/detail/2023-12-13/HL1183/?>[Accessed 27 December 2024].

Patwardhan, S. and Fagerström, K., 2021. The New Nicotine Pouch Category: A Tobacco Harm Reduction Tool? [Online]. *Nicotine & Tobacco Research*, 24(4). Available from: <https://doi.org/10.1093/ntr/ntab198>. [Accessed 19 October 2024].

Philip Morris International, 2022. *PMI—Committed to the decline of cigarettes* [Online]. *Pmi.com*. Philip Morris International. Available from: <https://www.pmi.com/our-progress/pmi-committed-to-the-decline-of-cigarettes>. [Accessed 9 October 2024].

Pies, I., Hielscher, S. and Beckmann, M., 2009. Moral Commitments and the Societal Role of Business: An Ordonomic Approach to Corporate Citizenship [Online].

Business Ethics Quarterly, 19(3), pp.375–401. Available from:

<https://doi.org/10.5840/beq200919322>. [Accessed 4 January 2025].

Plurphanswat, N., Hughes, J.R., Fagerström, K. and Rodu, B., 2020. Initial Information on a Novel Nicotine Product [Online]. *The American Journal on*

Addictions, 29(4), pp.279–286. Available from: <https://doi.org/10.1111/ajad.13020>.

[Accessed 5 January 2025].

Quinn, W., 2021. *Beyond martech: building trust with consumers and engaging where sentiment is high* [Online]. *Nielsen*. Available from:

<https://www.nielsen.com/insights/2021/beyond-martech-building-trust-with-consumer-s-and-engaging-where-sentiment-is-high/#> [Accessed 3 January 2025].

Rachmad, Y.E., 2024. *The Role of Marketing Research in New Product Development: From Concept to Launch*. [Online]. Available from:

<https://doi.org/10.17605/OSF.IO/5DT2Q> [Accessed 4 January 2025].

Read, D., Carter, S., Hopley, P., Karim Chamari and Taylor, L., 2024. Snus use in football: the threat of a new addiction? [Online]. *Biology of Sport*. Available from:

<https://doi.org/10.5114/biolSport.2024.130050>. [Accessed 2 January 2025].

Reuters Staff, 2024. Philip Morris to invest \$232 million to expand ZYN production at Kentucky plant [Online]. *Reuters*, 27 August. Available from:

<https://www.reuters.com/business/retail-consumer/philip-morris-invest-232-million-expand-zyn-production-kentucky-plant-2024-08-27/>. [Accessed 2 January 2025].

Riddler, M., 2017. *Sweden: snus consumption, by frequency and gender 2017* | Statista [Online]. Statista. Available from: <https://www.statista.com/statistics/791738/snus-consumption-in-sweden-by-frequency-and-gender/>? [Accessed 4 January 2025].

Robichaud, M.O., Seidenberg, A.B. and Byron, M.J., 2019. Tobacco companies introduce 'tobacco-free' nicotine pouches [Online]. *Tobacco Control*, e1(e145-e146), p.tobaccocontrol-2019-055321. Available from: <https://doi.org/10.1136/tobaccocontrol-2019-055321>. [Accessed 3 October 2024].

Rodu, B., Plurphanswat, N., Hughes, J.R. and Fagerström, K., 2015. Associations of Proposed Relative-Risk Warning Labels for Snus With Perceptions and Behavioral Intentions Among Tobacco Users and Nonusers [Online]. *Nicotine & Tobacco Research*, 18(5), pp.809–816. Available from: <https://doi.org/10.1093/ntr/ntv168> [Accessed 29 October 2024].

Roseel R, 2024. The Potential of Pouches, Tobacco Reporter. Available from: <https://web.archive.org/web/20240207173108/https://tobaccoreporter.com/2024/01/30/the-potential-of-pouches/> [Accessed 29 October 2024].

Savulescu, J., Persson, I. and Wilkinson, D., 2020. Utilitarianism and the pandemic [Online]. *Bioethics*, 34(6), pp.620–632. Available from: <https://doi.org/10.1111/bioe.12771>. [Accessed 29 October 2024].

Sharma, A., Fix, B.V., Delnevo, C., Cummings, K.M. and O'Connor, R.J., 2016. Trends in market share of leading cigarette brands in the USA: national survey on drug use and health 2002–2013 [Online]. *BMJ Open*, 6(1), p.e008813. Available from: <https://doi.org/10.1136/bmjopen-2015-008813> [Accessed 2 November 2024].

Sher, S., 2011. A Framework for Assessing Immorally Manipulative Marketing Tactics [Online]. *Journal of Business Ethics*, 102(1), pp.97–118. Available from: <https://doi.org/10.1007/s10551-011-0802-4>. [Accessed 29 October 2024].

Smith, A., 1904. An Inquiry into the Nature and Causes of the Wealth of Nations. Adam Smith [Online]. *Journal of Political Economy*, 13(1), pp.136–136. Available from: <https://doi.org/10.1086/251119>. [Accessed 9 October 2024].

Starkman, E., 2021. *Nicotine Pouches: What to Know* [Online]. *WebMD*. Available from: <https://www.webmd.com/smoking-cessation/nicotine-pouches>. [Accessed 12 October 2024].

Statista, 2019. *Altria Group Inc.* | *Statista* [Online]. Available from: <https://www.statista.com/study/68303/altria-group/> [Accessed 1 January 2025].

Stern, J., 2024. *Zyn Was 100 Years in the Making* [Online]. *The Atlantic*. Available from: <https://www.theatlantic.com/health/archive/2024/03/zyn-pouches-nicotine-candy/677920/>. [Accessed 2 October 2024].

Stockwell, T., Sherk, A., Norström, T., Angus, C., Ramstedt, M., Andréasson, S., Chikritzhs, T., Gripenberg, J., Holder, H., Holmes, J. and Mäkelä, P., 2018. Estimating the public health impact of disbanding a government alcohol monopoly: application of new methods to the case of Sweden [Online]. *BMC Public Health*, 18. Available from: <https://doi.org/10.1186/s12889-018-6312-x>. [Accessed 2 October 2024].

Strand A, Lundgreen J, Holm D, 2023 *A case study of ZYN's success in the US nicotine pouch market*. Uppsala University. Available from:

<https://uu.diva-portal.org/smash/get/diva2%3A1780984/FULLTEXT01.pdf> [Accessed 4 January 2025].

Swedish Match, 2023. Swedish Match Report 2023 (Online). Swedish Match, Available from: [Accessed 22nd December 2024]

Swedish Match (2022). Sustainability Report 2022. Available at:
https://www.swedishmatch.com/globalassets/documents/sustainability/sustainability-reporting-archive/2022_swedishmatchsustainabilityreport_en.pdf [Accessed 22nd December 2024]

Swedish Match. (2020). Annual report 2019. Available at:
https://www.swedishmatch.com/globalassets/reports/annual-reports/2019_swedishmatchannualreport_interactive_en.pdf [Accessed 22nd December 2024]

Swedish Match. (2019). Annual report 2018. Available at:
https://www.swedishmatch.com/globalassets/reports/annual-reports/2018_swedishmatchannualreport_en.pdf [Accessed 22nd December 2024]

Swedish Match. (2008). Annual report 2007. Available at:
https://www.swedishmatch.com/globalassets/reports/annual-reports/2007_annualreport_en.pdf [Accessed 22nd December 2024]

Tattan-Birch, H., Jackson, S.E., Kock, L., Dockrell, M. and Brown, J., 2022. Rapid growth in disposable e-cigarette vaping among young adults in Great Britain from 2021 to 2022: a repeat cross-sectional survey [Online]. *Addiction*, 118(2). Available from: <https://doi.org/10.1111/add.16044>. [Accessed 29th December 2024]

Thomas, B.P. and Gostin, L.O., 2013. Tobacco endgame strategies: challenges in ethics and law [Online]. *Tobacco Control*, 22(suppl 1), pp.i55–i57. Available from: <https://doi.org/10.1136/tobaccocontrol-2012-050839>. [Accessed 29th December 2024]

Titova, O.E., Baron, J.A., Michaëlsson, K. and Larsson, S.C., 2021. Swedish snuff (snus) and risk of cardiovascular disease and mortality: prospective cohort study of middle-aged and older individuals [Online]. *BMC Medicine*, 19(1). Available from: <https://doi.org/10.1186/s12916-021-01979-6>. [Accessed 3 January 2025]. [Accessed 29th December 2024]

Tobacco Tactics., 2024. [Online]. *Tobaccotactics.org*. Available from: <https://www.tobaccotactics.org/article/nicotine-pouches/>. [Accessed 19 October 2024].

Truth Initiative, 2019. *The American public's opinion of Big Tobacco* [Online]. Available from: <https://truthinitiative.org/research-resources/tobacco-industry-marketing/american-publics-opinion-big-tobacco> [Accessed 3 January 2025].

University of Bath, 2022. *The use of flavours in tobacco products - brief and research summary* [Online]. *Bath.ac.uk*. Available from: <https://www.bath.ac.uk/announcements/the-use-of-flavours-in-tobacco-products-brief-and-research-summary/> [Accessed 4 January 2025].

Valen H, Becher R, Vist GE, et al. A systematic review of cancer risk among users of smokeless tobacco (Swedish snus) exclusively, compared with no use of tobacco, 2021. *Int J Cancer* . Available from: doi:10.1002/ijc.3464 [Accessed 3 January 2025].

Vogel, E.A., Barrington-Trimis, J.L., Kechter, A., Tackett, A.P., Liu, F., Sussman, S., Lerman, C., Unger, J.B., Hughes Halbert, C., Chaffee, B.W. and Leventhal, A.M., 2022. Differences in Young Adults' Perceptions of and Willingness to Use Nicotine Pouches by Tobacco Use Status [Online]. *International Journal of Environmental Research and Public Health*, 19(5), p.2685. Available from: <https://doi.org/10.3390/ijerph19052685>. [Accessed 3 January 2025].

WHO, 2023a. *WHO Framework Convention on Tobacco Control (WHO FCTC)* [Online]. www.who.int. Available from: [https://www.who.int/europe/teams/tobacco/who-framework-convention-on-tobacco-control-\(who-fctc\)](https://www.who.int/europe/teams/tobacco/who-framework-convention-on-tobacco-control-(who-fctc)) [Accessed 1 January 2025].

WHO, 2023b. *Tobacco* [Online]. *World Health Organization*. Available from: <https://www.who.int/news-room/fact-sheets/detail/tobacco>. [Accessed 29th December 2024]

www.europarl.europa.eu, 2023. *Parliamentary question | Answer for question E-001408/23 | E-001408/2023(ASW) | European Parliament* [Online]. Available from: https://www.europarl.europa.eu/doceo/document/E-9-2023-001408-ASW_EN.html [Accessed 27 December 2024].

Yohn, D.L., 2019. *Why Great Innovation Needs Great Marketing* [Online]. *Harvard Business Review*. Available from: <https://hbr.org/2019/02/why-great-innovation-needs-great-marketing>. [Accessed 29th December 2024]

Zyn.com, 2023. *ZYN - Tobacco-free nicotine pouches | ZYN UK* [Online]. Available from: <https://www.zyn.com/gb/en/home.html> [Accessed 27 December 2024].

Zeyen, A. and Beckmann, M., 2018. *Social Entrepreneurship and Business Ethics*.
Chapter 3. Routledge. [Accessed 29th December 2024]