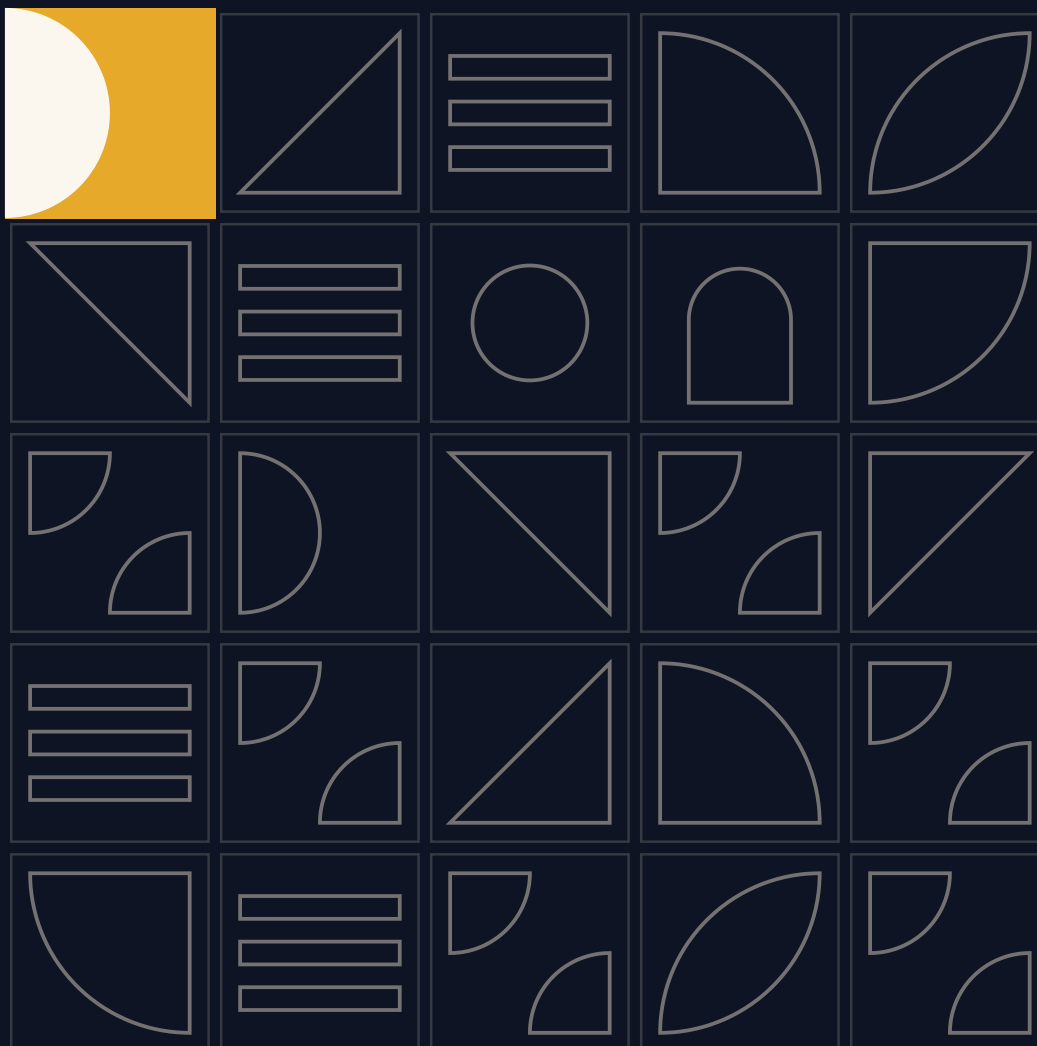


Meet Them Where the Thumb Is

Mental-health apps keep under 4% of users by day 15. A WhatsApp-first delivery architecture for daily emotional-fitness reps — no download, no login, no dead app icon.

Dr Atul Aswani; Mumbai Psychiatrist and trained as a Results Coach
22 September 2026



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EmotionApp is a non-clinical emotional-fitness coaching platform. It does not offer diagnosis, treatment or therapy. When someone needs clinical care, the message footer points to Tele-MANAS 14416.

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01

Executive summary

Mental-health apps keep a median 3.9 per cent of users by day 15. Dead-icon rate — the share of installed wellbeing apps not opened in the last 30 days — is the number that decides whether employee wellbeing app engagement is a benefit or a sunk cost. On the same panel, 30-day retention is 3.3 per cent. On a shift supervisor's phone in Nashik, the wellbeing icon sits on the third screen, untouched since launch week. No new feature reaches her there.

This paper is for CHROs, HR-tech leads and benefits buyers. The problem is app fatigue and collapsing mental health app retention. Retention, not features, decides whether a wellbeing programme works. The same supervisor opens WhatsApp before her first cup of tea. The channel with the highest daily open rate wins.

WhatsApp employee wellbeing is a delivery architecture, not a new app. EmotionApp puts one countable emotional-fitness rep in a thread the employee already opens. No download. No login. No new icon. An AI coach sits in the thread. A human takes the hand-off. Message content stays in an India-resident Learner Data Zone. The employer sees participation. It never sees a clinical file.

India is Meta's largest WhatsApp market, long cited at more than 500 million users. In November 2025, Sensor Tower data shared with TechCrunch showed that 94 per cent of the Indian monthly user base opened the app daily. WhatsApp coaching India meets the workforce where the thumb already is. Vendor blogs often claim Business-message open rates near 98 per cent. That is a vendor claim, not a peer-reviewed retention figure.

02

The problem in India

India employs 61.6 crore people aged 15 and above on the usual-status measure in the Periodic Labour Force Survey for calendar year 2025. Only 23.6 per cent of those workers are in regular wage or salaried jobs. The rest work in arrangements that do not come with a managed laptop, a corporate inbox, or an MDM profile that can push an app.

Gallup's State of the Global Workplace 2026 report, using 2025 data, puts employee engagement in India at 23 per cent against a global figure of 20 per cent. That is not the comforting comparison it first appears. Only 17 per cent of Indian employees are thriving, against 34 per cent globally and 16 per cent across South Asia. Twenty-eight per cent of Indian employees reported stress on the previous day.

The World Health Organization's 2022 guidelines on mental health at work estimated that 15 per cent of working-age adults have a mental-health condition at any point in time, and that depression and anxiety cost the global economy about US\$1 trillion a year in lost productivity. The National Mental Health Survey of India, 2015–16, found current mental morbidity of 10.6 per cent and lifetime morbidity of 13.7 per cent, and estimated that about 150 million people needed care. The overall care gap was 84.5 per cent.

Those figures describe the country. They do not describe what a CHRO can buy. EmotionApp is not a clinic. It is an emotional-fitness programme for people who still have to run a shift, a team or a household tomorrow morning.

Deloitte's 2025 India country cut of the global Gen Z and Millennial Survey found that 33 per cent of Gen Z respondents and 29 per cent of millennial respondents felt stressed or anxious all or most of the time. Among those who felt that way, 36 per cent of Gen Zs and 39 per cent of millennials said the job contributed a lot to the stress. Work is not a side issue. It is one of the loads.

Employers have answered with apps, employee-assistance lines and learning modules. Utilisation stays thin. Vendor EAP reports in India still put counselling uptake in the low single digits. The pattern is familiar to anyone who has renewed a wellbeing-app contract: high launch-week installs, a quiet second month, a dead icon on a thousand home screens.

The comparison that matters is not “does India have a wellbeing need”. It is “does the current delivery architecture reach the people who already have the need”.

Table 1. India at work, against the numbers that usually sit in a benefits deck

Metric	India figure	Comparator	Source
Workforce aged 15+	61.6 crore (2025, usual status)	Regular-wage share 23.6%	PLFS 2025 / PIB, 27 Mar 2026
Employees engaged	23%	Global 20%	Gallup SOGW 2026 (2025 data)
Employees thriving	17%	Global 34%; South Asia 16%	Gallup SOGW 2026
Daily stress (yesterday)	28%	South Asia 30%; global 40%	Gallup SOGW 2026
Working-age adults with a mental-health condition	—	15% at any point in time	WHO guidelines, 2022
Current mental morbidity (population)	10.6%	Lifetime 13.7%; ~150 million needing care	NMHS 2015–16

Metric	India figure	Comparator	Source
Care gap	84.5%	—	Gautham et al., 2020 / NMHS
Gen Z / millennial job-linked stress (India)	36% / 39% of those already stressed	Global Gen Z 35%; millennial 33%	Deloitte India 2025
Mental-health app 15-day retention	—	Median 3.9%	Baumel et al., 2019
WhatsApp daily app-open, India	94% of MAU (Nov 2025)	WhatsApp Business users 67% daily	Sensor Tower via TechCrunch

The table is not an argument for more features. It is an argument for a channel that the 61.6 crore already touch.

03

Why current approaches fail: mental health app retention

A wellbeing app is sold as a destination. It is used, if it is used at all, as a detour.

The path looks tidy in a pitch deck. Download. Create an account. Grant notifications. Complete onboarding. Receive a daily nudge. Open the app. Do the exercise. Come back tomorrow.

Each step is a leak.

Baumel and colleagues studied real-world use of 93 mental-health apps with a median 100,000 installs. They did not ask users how engaged they felt. They measured what the devices did. Relative to people who opened the app on day 0, the median open rate was 69.4 per cent on day 1, 3.9 per cent on day 15, and 3.3 per cent on day 30. The median share of installed users who opened the app on any given day was 4.0 per cent.

That is mental health app retention in the wild. It is not a trial statistic. Trials look kinder because they pay, prompt and follow up. Torous and colleagues pooled 18 randomised trials of smartphone apps for depressive symptoms, covering 3,336 participants. Even inside those trials the pooled dropout rate was 26.2 per cent. Adjusted for publication bias it rose to 47.8 per cent. Human feedback cut dropout. In-app mood monitoring cut dropout. An unsupervised icon on a home screen has neither.

Linardon and colleagues later pooled 176 randomised trials of apps aimed at depressive or anxiety symptoms. The effects were real and small: Hedges' g of 0.28 for depressive symptoms and 0.26 for generalised anxiety. Those numbers

belong in a methods appendix. They do not belong in a renewal memo. An effect that exists in a trial never reaches the people who stopped opening the app on day four.

The app store is the first funnel leak. The employee must find the listing, have storage, accept permissions, remember a password, and grant a notification that will later be silenced. Deskless staff, shared-phone households and older devices drop out before the first exercise. Language drops more of them. Most wellbeing apps ship in English plus, at best, one other tongue. Growth, as EmotionApp puts it, begins when a person can think in the language closest to the heart.

Then comes notification fatigue. The app that survived onboarding now competes with banking alerts, OTP messages and family groups. A wellbeing notification that arrives as one more red badge is not a practice. It is noise. The employee does the rational thing. They turn the badge off. The icon remains. That is how a dead-icon rate is born.

Uninstall is the honest ending. The silent ending is worse. The licence stays live. The dashboard still counts “registered users”. The CHRO still reports coverage. The thumb never returns.

Email does not rescue the funnel. Internal employee email can show high open rates — ContactMonkey’s 2026 internal-email benchmark put the average open at 76 per cent across more than 255,000 campaigns — but an open is not a completed rep. Marketing-email open rates sit far lower, and Apple Mail Privacy Protection inflates many of the published figures. An LMS does not rescue it either. An assigned module can be completed. Completion is not a daily habit. Self-paced corporate training often dies after the first login unless a manager is watching.

The current stack asks the employee to come to a new place. The employee already has a place.

04

The emotional-fitness model applied

PULL QUOTE

India's employed workforce is 61.6 crore people.

EmotionApp handles emotional fitness the way a strength programme handles a lift. One movement. Counted. Repeated. Short enough to finish between two meetings.

The site voice is the product voice: pick one tool, do one rep, ninety seconds. Twenty-one named techniques sit behind that line. A rep is a completed action, not a page view. Gratitude is not logged until the thank-you is sent. A named feeling is logged when the person actually names it. Finer emotional vocabulary travels with steadier self-regulation. That is the measurement logic. It is also the coaching logic.

WhatsApp-first delivery puts the rep where the thumb already rests. There is no store listing. There is no new password. There is no second icon to ignore. The employee opts in. A message arrives in the thread they already open to speak to family, a supervisor or a vendor. One message holds one rep. Voice notes carry the same rep for people who think faster in speech than in type. Hindi and English are live. Twenty-three Indian languages are in the brew.

An AI coach sits in the thread. It paces the rep, reflects the language the person used, and keeps the next action small. When the thread needs a person, a human coach takes the hand-off. Branch-out is a named mode on the product: coaches first, specialised professionals if the person asks for more. The platform grows with the person. It does not pretend that a chatbot is a clinic.

Message content is held in an India-resident Learner Data Zone. That is a product choice, not a claim that the Digital Personal Data Protection Act, 2023, forces every fiduciary to localise every record. The Act does not impose blanket localisation. It does impose consent, purpose limitation and notice. An optional wellbeing programme is not an employment use that can be bundled into a joining pack without a clear yes. The employee can leave. Leaving does not require an uninstall, because nothing extra was installed.

The quality system behind the platform is built under ISO 9001 and ISO 13485. Those are quality-management standards. They are not a claim that the programme is a medical device, and they are not a substitute for clinical care.

Head and colleagues' 2013 meta-analysis of 19 randomised text-messaging programmes across 13 countries found an overall effect of Cohen's $d = 0.329$. Tailoring and personalisation were associated with larger effects. A varying or decreasing message frequency beat a fixed drip. Adding extra components on

top of the messages did not reliably improve outcomes. The lesson for a WhatsApp architecture is narrow and useful. Keep the message short. Make it personal. Do not confuse a content library with a practice.

The model in one line: the channel is WhatsApp, the unit is one rep, the coach is in the thread, the human is one escalation away, and the data stay in India.

05

Channel comparison

Reach is not the same as a daily open. A daily open is not the same as a completed rep. A completed rep is not the same as a retained habit. Most wellbeing-stack comparisons collapse those four things into “engagement”. They should not.

Table 2. App vs WhatsApp vs email vs LMS

Dimension	Native wellbeing app	WhatsApp thread	Work email	LMS
Reach in India	Only people who download, store the binary and finish onboarding	Already on more than 500 million Indian phones (long-cited figure for Meta’s largest market)	Strong for desk staff with a live inbox; weak for deskless and shared-phone households	Assigned learners with a login
Daily open	Median 4.0% of installers open on a given day (Baumel et al., 2019, 93 mental-health apps)	94% of Indian WhatsApp MAU opened the app daily in Nov 2025 (Sensor Tower via TechCrunch). Separate fact: vendor blogs claim ~98% Business-message open rates	Internal employee email: 76% average open (ContactMonkey 2026). Marketing email: about 31% campaign open on Klaviyo 2026; Apple MPP inflates many figures	Sessions when a course is assigned; not a daily habit
Retention / habit	Median 15-day retention 3.9%; 30-day 3.3% (Baumel et al., 2019)	The channel is already habitual. Programme retention is reply and rep rate, not a second install	An open is not a practice. Wellbeing mailers rarely become a daily rep	Course completion is not a daily habit
Language	Usually English plus one other	Voice notes plus in-thread copy; two mother tongues live, 23 in the brew	English-heavy in corporate India; poor for voice and low-literacy deskless staff	English-heavy modules
Privacy	Often a foreign SaaS tenant; extra device permissions	Message content held in an India-resident Learner Data Zone; DPDP notice and consent apply	Lives in the employer’s mail tenant; easy to over-share	HRIS-linked; supervisors can see completions
Cost	Licence + store listing + re-engagement spend against a 3.9% 15-day retention	Per delivered template on Meta’s India rate card; no download campaign	Cheap per send; expensive per completed behaviour	Platform licence + content build + admin time

Two cautions sit under the table. First, the 94 per cent figure is an app-open rate for WhatsApp itself, measured by Sensor Tower and reported by TechCrunch for November 2025. It is industry telemetry, not a peer-reviewed

trial. It describes how often Indians open WhatsApp, not how often they complete an emotional-fitness rep.

Second, the 98 per cent Business-message open rate that appears in vendor blogs is a vendor claim. It has no Meta methodology page behind it and no peer-reviewed paper. Some business-service providers have said publicly that measured read rates sit lower. Do not put 98 per cent in the same sentence as 3.9 per cent. They are not the same kind of number.

The comparison still holds. A wellbeing programme that starts with a download starts on the wrong side of the funnel. A programme that starts in a thread the person already opens starts on the right side.

06

Measurement

If the dashboard can be mistaken for a clinic chart, it is the wrong dashboard.

EmotionApp's employer view is built to hold four things.

Rep counts. How many completed actions landed this week. A rep is a finished movement — a sent thank-you, a named feeling, a ninety-second down-shift — not a push that was delivered.

Streaks. How many consecutive days a person or a team practised. Streaks are a habit signal. They are not a wellness score.

Emotional-vocabulary breadth. How many distinct feeling words a cohort used, and how specific those words were. A person who can only say “fine” or “stressed” has a thin vocabulary. A person who can name irritation, dread, relief or pride has a wider one. Breadth is reported at group level. The words themselves stay in the Learner Data Zone.

Participation. Who opted in, who is still in the thread, who paused. Participation is a coverage metric. It is not an outcome of character.

What the employer sees: team-level rates, trends by business unit, language mix, and cost per weekly-active user. What the employer never sees: the text of a message, a voice note, a named feeling attached to a person, or any field a clinician would chart. Managers see a team percentage. They do not see a private sentence.

That boundary is the product. It is also the DPDP posture. Purpose limitation means the company asked for a wellbeing practice, not a psychological file. Data minimisation means the dashboard does not store what the programme does not need. Retention schedules mean a completed rep does not live forever because a future analyst might want it.

Torous and colleagues found that human feedback and in-app mood monitoring were associated with lower trial dropout. The lesson is not “collect more inner life”. The lesson is “close the loop with a person, and let the user see their own practice”. The user’s own streak belongs to the user. The employer’s dashboard belongs to the programme.

A renewal conversation should start with dead-icon rate on the incumbent app, cost per weekly-active user on the new channel, and a clear list of fields the employer will never hold. If a vendor cannot name the fields they refuse to show, they have not designed the boundary. They have postponed it.

07

Implementation

A 90-day plan is long enough to see a 15-day and a 30-day number, and short enough that a CHRO can still cancel. The unit of the pilot is one business unit, 200 to 500 people, already on WhatsApp — say, a warehouse team in Bhiwandi whose shift group pings before the first truck is loaded.

Table 3. Ninety-day plan

Week	Owner	Action	Metric
1	CHRO + Legal	Confirm DPDP notice, opt-in wording, purpose limitation and India-resident processing. Name the Data Fiduciary. Write the legal-boundary line into every footer.	Signed notice; DPIA-lite checklist complete; Tele-MANAS 14416 in the template
1–2	HR-tech / IT	Provision an official WhatsApp Business number. Request the official-business badge. Do not run a parallel app-store push.	Number live; quality rating held
2	Internal comms	Brief people-managers in 90 seconds: this is emotional fitness, not a clinic; opt-in is optional; crisis line is Tele-MANAS 14416.	≥80% of people-managers briefed
3	Benefits lead	Invite the pilot cohort. Opt-in via an existing WhatsApp number or an SMS-to-WhatsApp start. Record language mix.	Opt-in rate; share of invited staff with a working WhatsApp number
3–4	EmotionApp + programme owner	First 14 daily reps live. One rep per message. Voice-note option on. Hindi and English on. Human-escalation path documented.	Day-7 reply / completed-rep rate
5–8	Programme owner + EmotionApp	Keep the daily cadence. Vary frequency for people who go quiet (Head et al., 2013). AI coach in the thread; human hand-off tested.	Day-15 participation; share with a streak of ≥3 days
9–10	People analytics	Dashboard live: reps, streaks, vocabulary breadth, participation. No clinical fields. Manager view is a team percentage.	Share of cohort with ≥8 completed reps; fields present vs fields refused
11–12	CHRO + CFO	Decision pack. Cost per weekly-active user versus the last app contract. Dead-icon rate of any incumbent wellbeing app.	90-day participation; cost per completing user; go / no-go
13	Comms + HRBP	If go: expand to the next two business units with the same opt-in copy. If no-go: stop and keep the consent record.	Leadership sign-off; wave-two opt-in

Three implementation rules save more programmes than any feature list.

Do not make opt-in a joining-form tick-box. Optional wellbeing is consent, not a condition of work.

Do not report “registered users” as success. Report completed reps and weekly-active people.

Do not add a second app “for the people who like apps”. On day one of the pilot it joins the unopened icons, and the dead-icon problem is back.

08

One-page checklist the reader can run this week

Print this. Run it on the incumbent stack before the next renewal meeting.

1. Pull the incumbent wellbeing app’s last 90 days of actual opens, not registered users. Compute a dead-icon rate: installed, not opened in 30 days.
2. Write down the 15-day and 30-day open rates. If the vendor cannot produce them, take that as the answer.
3. Count how many employees never finished onboarding. That number is the app-store leak.
4. Count languages the current tool actually speaks. Compare that list with the languages spoken on the factory floor, in the shared cab, and at the family dining table.
5. Ask Legal whether last year’s wellbeing opt-in would stand as DPDP consent, with purpose and withdrawal spelled out.
6. Ask where the message content lives. If the answer is a foreign SaaS default, write that down.
7. Ask what the employer dashboard can see. If it can see a sentence a person wrote about a feeling, the boundary has already failed.
8. Price the current contract as cost per weekly-active user, not cost per eligible head.
9. Confirm that every employee-facing artefact already carries Tele-MANAS 14416.
10. Pick one business unit of 200–500 people. Draft a 90-second manager brief. Do not book an app-store campaign.
11. Decide the week-12 kill metric before week 1 starts. A pilot without a kill metric is a launch.

12. Put the legal-boundary sentence in the brief: this programme does not offer diagnosis, treatment or therapy.

A CHRO who can answer those twelve lines this week knows more than a dashboard that reports “activations”.

09

FAQ

Q1 Why do wellbeing apps die on the phone?

Because median 15-day retention across 93 mental-health apps is 3.9 per cent (Baumel et al., 2019). The icon stays. The habit does not. A channel the person already opens removes that first leak.

Q2 What is a dead-icon rate, and can I measure it on what we already bought?

Dead-icon rate is the share of installed wellbeing apps not opened in the last 30 days. Baumel’s panel put 30-day retention at 3.3 per cent. Ask the incumbent vendor for 30-day opens. If they send you installs instead, you already have the number that matters.

Q3 Is WhatsApp’s 98 per cent open rate proven?

No. Ninety-eight per cent is a vendor claim for Business messages, not a peer-reviewed figure. What is measured: 94 per cent of WhatsApp’s Indian monthly users opened the app daily in November 2025 (Sensor Tower, via TechCrunch). Keep those two numbers in different sentences.

Q4 What will my dashboard show — and hide?

Rep counts, streaks, emotional-vocabulary breadth and participation. Not message content. Not a named feeling attached to a person. Not a score that looks like a clinical file. Across 61.6 crore Indian workers (PLFS 2025), the useful unit is a completed rep, not a download.

Q5

Does this replace clinical care, and how fast can we pilot?

No. EmotionApp is non-clinical coaching. It does not offer diagnosis, treatment or therapy. Crisis signposting is Tele-MANAS 14416. A 200–500 person unit can be live in four weeks if Legal signs consent in week two. Trial dropout still runs at 26.2 per cent inside RCTs (Torous et al., 2020).

10

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Dr Atul Aswani is a Mumbai Psychiatrist and trained as a Results Coach based in Mumbai. He writes for EmotionApp, a non-clinical emotional-fitness platform from Tranquilo Meditek Sytems Private Limited. His work turns positive-psychology techniques into countable daily reps that Indian professionals can finish in the language they already think in. He does not offer diagnosis, treatment or therapy in this programme.

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NOTE

EmotionApp is a non-clinical emotional-fitness coaching platform. This paper describes practices, techniques and coaching. It is not therapy, treatment, diagnosis or medical advice.

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