

A Work Project, presented as part of the requirements for the Award of a Master's degree in
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STRATEGIC REVENUE DIVERSIFICATION AT APPACDM PORTO:

“What is the financial and social impact of APPACDM Porto service portfolio on individuals with intellectual disabilities and the broader community, and how can it influence the organization effectiveness?”

CATARINA ALVES DE OLIVEIRA

Work project carried out under the supervision of:

José Miguel Pita

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Abstract (100 words maximum)

This Work Project analyses APPACDM Porto's strategic development, focusing on enhancing financial sustainability, while maintaining its social mission of supporting individuals with intellectual and development disabilities. It examines two key revenue-generating units: CeRBE (a rehabilitation center) and Cantinho (a social store). For CeRBE, recommendations include expanding into non-IDD segments, optimizing their room utilization and market positioning. For Cantinho, the proposal focusses on operational improvements, structured marketing initiatives, and tourism market expansion. The analysis concludes that these strategies could reduce subsidy dependency by 29% while strengthening social impact, providing a roadmap for sustainable growth, and enhanced financial resilience.

Key Words:

Non-profit Organization, Mental Disabilities, Impact Assessment, Organizational Effectiveness, Social Mission, Subsidy Dependency, Healthcare and Therapy Services, Client Acquisition, Financial Sustainability, Digital Transformation, Brand Development, Market Positioning, Corporate Social Responsibility, Operational Efficiency, Corporate Partnerships, Tourism Sector, Product Development

Abbreviations

APPACDM – *Associação Portuguesa de Pais e Amigos do Cidadão Deficiente | Portuguese Association of Parents and Friends of Mentally Disabled Citizens*

ASUs – *Atividades Socialmente Úteis | Socially Useful Activities*

CAARPD - *Centro de Atendimento, Acompanhamento e Reabilitação Social para Pessoas com Deficiência e Incapacidade | Centre for Care, Monitoring and Social Rehabilitation for People with Disabilities and Incapacities*

CACI - *Centro de Atividades e Capacitação para a Inclusão | Centre for Activities and Training for Inclusion*

CAGR - *Compound Annual Growth Rate*

CASA- *Centro de Apoio aos Sem Abrigo | Support Centre for the Homeless*

CAVI - *Centro de Apoio à Vida Independente | Independent Living Support Centre*

CeRBE - *Centro de Reabilitação e Bem Estar | Center for Rehabilitation and Well-Being*

CS - *Contos Sensoriais | Sensory Storytelling*

CSR - *Corporate Social Responsibility*

EBITDA – *Earnings Before Interest, Taxes, Depreciation and Amortization*

ELI – *Equipa Local de Intervenção Precoce | Early Intervention Local Team*

ESG- *Environmental, Social, Governance*

FT - *Fisioterapia | Physiotherapy*

HT - *Hidroterapia | Hydrotherapy*

IDD – *Intellectual and developmental disabilities*

IPSS - *Instituição Particular de Solidariedade Social | Private Social Solidarity Institutions*

IS - *Integração Sensorial | Sensory Integration*

LR - *Lar Residencial | Residential Homes*

MT - *MusicoTerapia | Music therapy*

NGOs – Non-Governmental Organizations

NWC – Net Working Capital

OPEX - Operational Expenditure

PS - Psicologia / Psychology

PSM - Psicomotricidade / Psychomotricity

TF - Terapia da Fala / Speech Therapy

TO - Terapia Ocupacional / Occupational Therapy

TT - Tanque Terapeutico / Therapeutic Tank

UCP - Universidade Católica Portuguesa / Portuguese Catholic University

SD – Standard Deviation

SFT - Sala de Fisioterapia / Physiotherapy Room

SHM – Sala de Hidromassagem / Hydromassage Room

STO - Sala de Escritório Técnico / Technical Office Room

STS - Sala de Apoio Terapêutico / Therapeutic Support Room

SSZ - Snoezelen Room

SZ - Snoezelen

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Introduction

The relationship between social impact and financial sustainability presents an ongoing challenge for social support organizations worldwide. In Portugal, these institutions face increasing pressure to maintain their social missions while developing more resilient operational models, particularly in an environment where traditional funding sources may not fully address growing operational needs. This evolution has led many organizations to explore diversification strategies, seeking ways to reduce dependency on traditional funding sources while enhancing their capacity to serve their communities.

APPACDM Porto exemplifies this strategic challenge. As a *Private Social Solidarity Institution* (IPSS) with over five decades of experience supporting individuals with *intellectual and developmental disabilities* (IDD), the organization has consistently adapted to meet evolving social needs. Its journey reflects both the changing needs of the IDD community and the evolving nature of social service delivery in Portugal. However, like many social institutions, it faces the complex task of maintaining comprehensive support services within a challenging funding landscape.

The research examines APPACDM Porto's journey toward strategic diversification, analysing both the challenges and opportunities present in this transition. Through comprehensive analysis of its operations, financial structure, and social business units, the study aims to identify strategic opportunities for enhancing the organization's sustainability while maintaining its commitment to social mission.

The analysis progresses from broad context to specific strategic recommendations. Beginning with the foundational context of social support organizations in Portugal, the research examines external factors influencing operations through PESTEL analysis and assessment of internal capabilities. This contextual understanding leads to a detailed analysis of APPACDM Porto's

current situation, examining organizational structure, financial position, and social impact. Building on this foundation, the research explores strategic diversification opportunities through focused analysis of two key initiatives: CeRBE, a rehabilitation and well-being centre, and Cantinho, a social store. The analysis concludes with implementation considerations and strategic recommendations for enhancing organizational sustainability.

A mixed-methods approach combines quantitative financial analysis with qualitative insights from stakeholder interviews and surveys, providing a comprehensive understanding of both challenges and opportunities. The findings and recommendations presented contribute to the broader dialogue on sustainability in social organizations, offering insights into how strategic diversification can strengthen both financial resilience and social impact. The research holds particular relevance as social institutions increasingly seek to balance their foundational missions with the demands of long-term sustainability.

1. Context

1.1. Overview

1.1.1. APPACDM in Portugal

Initially designated as *Associação Portuguesa de Pais e Amigos das Crianças Mongoloides*, the organisation was born in *Lisboa* in 1962, created by Sheila Stilwell, a mother of a child with Down Syndrome, together with Dra. Alice de Mello Tavares, a child psychiatrist. The organisation was established with the purpose of creating a set of social responses aimed at citizens with mental disabilities and their families, representing a pioneering step in providing specialised support in Portugal. In 1965, marking a significant milestone, the organisation opened its first Education Centre in *Lisboa* and changed its denomination to APPACDM - *Associação Portuguesa de Pais e Amigos do Cidadão Deficiente Mental*.

Porto's delegation of APPACDM was established in 1969, with the creation of its first centre in the city and, after almost 13 years, the organisation expanded its presence by opening another centre in *Vila Nova de Gaia*. Responding to the growing community needs, the organisation continued its expansion to other locations within the Porto Metropolitan Area, establishing centres in *Matosinhos*, *Trofa*, and *Maia*, thus strengthening its presence and impact.

A significant organisational restructuring occurred in 2000, when all APPACDM delegations across Portugal were required to establish themselves as independent organisations. As a result of this transformation, the Porto delegation became known as APPACDM Porto and officially registered as a *Private Social Solidarity Institution* (IPSS), operating as an autonomous entity while maintaining the core mission and values of the original organisation.

Today, APPACDM delegations are part of HUMANITAS - Portuguese Federation for Mental Disabilities, a federation composed of IPSS's that work towards the habitation and integration of people with IDD. As a member of HUMANITAS, APPACDM benefits from technical support, training opportunities, and representation before governing bodies while participating in various working groups and events that enhance organisational capabilities.

1.1.2. APPACDM Porto

APPACDM Porto (from now on, referred to as “APPACDM”), has the vision to be dedicated to creating a society that is inclusive for all its members. It envisions a world where everyone, regardless of their abilities, can actively participate and contribute to the community, “A society of all for all”.

Their mission is to support and empower individuals with intellectual disabilities or incapacities, helping them achieve a higher quality of life. This is accomplished by using an approach that combines direct assistance, skill development, and advocacy for the rights of their “clients”—the denomination APPACDM uses for the organization's beneficiaries.

The organization's values form the foundation of its work, guiding every aspect of its operations. APPACDM strives to empower people with IDD by educating them about their rights and responsibilities, enabling them to make informed and responsible choices. Through this commitment to self-determination, the purpose is to ensure that everyone has the freedom and support to shape their own life journey, make autonomous decisions, and fulfil their unique potential. This value is paired with the commitment to respecting everyone, ensuring fair treatment for every person supported by the organization, and that their rights are respected.

The organization values and acknowledges the capabilities of both clients and staff, providing opportunities for personal growth and development while also helping them reach their full potential and lead fulfilling lives as active members of society. This approach fosters a stronger team spirit among its staff, promoting unity and collaborative efforts that ultimately benefit the individuals they support.

APPACDM encourages the entire team to adhere to best practices, ensuring the highest quality of care and support. This approach extends to building credible and transparent relationships with the broader community, a priority that ensures the sustainability of both internal and external partnerships.

1.1.3. PESTEL Analysis

To understand the key external factors that impact the organisation and, consequently, influence its mission, a PESTEL analysis should be developed.

When firstly looking into the political aspect, it is important to note that Portugal's support for disability services lies in the Constitution, through Article 13, which establishes the essential Principle of Equality, meaning the fundamental political commitment to prohibiting discrimination against any citizens.

The economic landscape surrounding APPACDM is characterized by both opportunities and vulnerabilities. While the government subsidises and supports social organisations, it is creating a correlation between APPACDM's financial stability and the Portuguese economy that may lead to economic dependencies. The organisation relies heavily on subsidies, making it particularly susceptible to changes in public funding allocation decisions.

The social landscape influencing APPACDM's operations is marked by significant demographic shifts and evolving social perceptions. Societal awareness and behaviour toward disability rights have shown progress, though challenges persist (Dekoninck, 2017). While there is growing recognition and acceptance of disability rights, stigma around IDD continues to influence public perception and engagement. The gradual acceptance of inclusive education practices represents a positive shift, with an average of 6% increase students supported in the past three years (*Direção-Geral de Estatísticas da Educação e Ciência (2021-2023)*).

The technological landscape continuously shapes APPACDM's service delivery capabilities through rapid advances in assistive technologies. These innovations bring increasingly sophisticated functionalities and evolved devices, offering diverse operational modes to support individuals with different needs. The expanding range of assistive technologies enables more personalised and effective support, transforming how care and assistance can be provided.

Social media has the potential to be a powerful tool for APPACDM, revolutionising awareness-building and fundraising capabilities. The organisation can expand its networking and audience through digital platforms by reaching more people. This digital transformation enables more effective communication of the organization's mission and mobilization of support.

Organisations must now carefully consider how their operations affect the environment, making changes to reduce environmental impact while following required sustainability standards. APPACDM must comply with environmental regulations established by *Decreto-Lei n.º 102-*

D/2020, which requires organisations to implement proper waste management practices, including correct waste disposal and recycling procedures. Adhering to these environmental regulations is a key part of APPACDM's sustainability efforts as they pursue the *Coração Verde* certification by *Lipor*. Complying with the legal framework helps ensure that the environmental impact is minimised through responsible resource use and waste management practices.

When considering the legal aspect surrounding the organisation, Article 71 is an example of how Portugal's legal system can have a significant impact. This article specifically addresses citizens with disabilities, guaranteeing that they have the same constitutional rights and protections as the general population. Also, as an IPSS, APPACDM follows strict Portuguese non-profit regulations governing its financial management and organizational structure. This includes specific requirements for transparent operations, proper governance, and compliance with social security regulations that define how services should be delivered and funded. Throughout all operations, quality control standards and accreditation requirements ensure APPACDM maintains high service levels. These standards create a framework for consistent quality across all services, from daily care to facility management.

1.1.4. Operational Portfolio

APPACDM has been dedicated to transforming the lives of IDD people in Porto for over five decades. With 183 professionals, the organisation supports 862 individuals through a network of services designed to meet their unique needs at different life stages, promoting autonomy, inclusion, and quality of life.

Understanding that each person has unique needs throughout their life journey, APPACDM provides specialised support through various services. For the youngest, the *Early Intervention Local Team* (ELI) supports 321 children from birth to age 6, working closely with families and caregivers to promote early development and provide essential support. As individuals grow,

the *Centre for Care, Monitoring and Social Rehabilitation for People with Disabilities and Incapacities* (CAARPD) focuses on 52 people who aim to develop professional and social skills and competencies, supporting their journey toward employment and greater independence and supporting their families and caregivers.

For adults with IDD, *Centre for Activities and Training for Inclusion* (CACI) provides a dynamic environment where 165 individuals, with an average age of 41, engage in meaningful activities that promote learning, social interaction, and personal development.

When home support is needed, the *Residential Homes* (LR) offer a supportive living environment for 140 residents, providing not only permanent accommodation but also temporary stays for people with incapacities who are unable to live in their family homes.

Supporting the growing movement toward independent living, the *Independent Living Support Centre* (CAVI) empowers 32 individuals to live autonomously in their communities through personalised assistance services, with the capacity to support up to 39 people. It is also a bridge to integration in society.

Complementing these social responses, APPACDM operates two social businesses that promote inclusion through different approaches. *Centre for Rehabilitation and Well-Being* (CeRBE) provides comprehensive health services to 152 people, offering specialised treatments and wellness programs adapted to individuals with intellectual disabilities. Through collaborations with partners, CeRBE strengthens its specialised services and secures steadier funding for the organisation.

“O Cantinho” (from now on, referred to as “Cantinho”) it is a social store, that represents a creative approach to social entrepreneurship and meaningful occupation. The products available at the store are crafted in CACIs and *Socially Useful Activities* (ASUs) workshops, where participants develop their creative and practical skills through meaningful work activities. The

main difference between CACI and ASUs workshops is that the latter accommodate clients that are more independent.

The store extends its reach, participating in community events and markets, creating valuable opportunities for community interaction and social inclusion. Through the Cantinho social store, APPACDM demonstrates how social businesses can effectively combine commercial viability with social impact, creating meaningful engagement opportunities.

APPACDM works with over 50 public and private partners to continuously improve its community services. These partnerships help the organisation provide quality support to people with IDD at every stage of life, promoting their independence and quality of life through care and innovative projects.

The organisation has also created various specialised work groups to support distinct areas. *APPincludi* focuses on employability initiatives led by skilled technicians who help participants build workplace skills and confidence. Another group, *APPevolui*, is constituted by the Leapfrog team. Finally, *APPpessoas* brings together client's representatives from across APPACDM's various services, ensuring that their voices are adequately represented. Additionally, the organisation has a few more projects, such as *APPseniores*, *APPeco* and *Cridem*, all with the purpose of fostering inclusivity and promoting a more diverse and sustainable community.

1.1.5. Trends

It is important to take into consideration relevant trends can and will impact the way organisations work and function. In recent decades, Portugal has progressed in supporting and integrating individuals with disabilities into society. This evolution encompasses multiple dimensions, from increased life expectancy and healthcare improvements to workplace inclusion and technological advancement. These developments have reshaped how support

services are delivered and have created new opportunities for individuals with disabilities to lead fulfilling, independent lives.

Life expectancy in Portugal has been increasing significantly over the past four decades, from having a life expectancy at birth of 72.11 years in 1981-1983 to 81.17 years in 2021-2023, representing a total gain of approximately 9 years (INE, 2023). This reflects significant advances in healthcare accessibility, medical treatments and preventive care. Life expectancy for people with IDD has also increased during the last decades, by 20 years, rising from 35 years in 1991 to 55 years in subsequent decades, according to WHO (World Health Organization) (Guiaderodas, 2023). This increased longevity has prompted NGOs and care institutions to adapt their services for longer-term residential stays.

Portugal has also been progressively climbing towards a more inclusive and corporate responsibility approach to mental health, which can be exemplified through workplace inclusion initiatives, anchored by Law No. 4/2019. For medium-sized companies with 75 or more employees, the regulation states that at least 1% of their workforce must be from individuals with disabilities, specifically targeting individuals with a disability degree of 60% or higher. NGOs play a critical role by partnering with businesses and communities to create meaningful employment opportunities and supportive networks for their clients, supporting and monitoring the recruitment process.

The evolution of assistive technologies is another factor that strongly impacts NGOs and individuals with IDD. It transforms how organisations support these individuals, offering opportunities for personalised care and independence. From AI-powered apps that help with daily routines to sophisticated communication tools and smart home systems, these innovations are creating more inclusive environments at home and in the workplace (Access, 2024).

As these trends evolve, they will likely foster even more comprehensive support systems and opportunities for independence in the coming years.

1.2. Methodology

In order to give continuity to the analysis, it was necessary to gather necessary and important information.

The primary data collection process involved several key components. A comprehensive staff survey (Appendix 32) was conducted across APPACDM to gather insights into the organizational environment, operational challenges, and opportunities for improvement. Additional surveys were conducted with partners that had experienced the services of CeRBE (Appendix 31) and Cantinho to understand the broader impact and effectiveness of APPACDM's partnerships.

This data collection was complemented by a series of interviews with key stakeholders such as the President of APPACDM, Teresa Guimarães, who provided deeper insights into the organization. Additionally, two more interviews were conducted with the coordinators of both CeRBE and Cantinho – Daniela Almeida and Verónica Meireles, respectively - providing detailed perspectives on operational strategies and challenges. To capture the beneficiary perspective, an interview with a client's family member was also conducted, offering valuable insights into the organization's direct impact on its service users.

Financial and operational analysis was supported by access to official documentation, particularly the Annual Accounting Reports which provided detailed financial metrics. This internal data formed the basis for analysing the organization's financial performance and operational efficiency.

The research also incorporated extensive secondary data analysis. This included examination of industry reports and statistics related to disability services in Portugal, analysis of comparable institutions and services, and review of relevant legal frameworks and regulatory requirements. This secondary research provided essential context for understanding APPACDM's position within the broader social services sector and the regulatory environment in which it operates.

Through this combination of primary and secondary research methods, the study aims to provide a comprehensive analysis of APPACDM's operations and impact, while identifying strategic opportunities for enhancement and growth.

2. Diagnostic

“What is the financial and social impact of APPACDM Porto service portfolio on individuals with intellectual disabilities and the broader community, and how can it influence the organization effectiveness?”

The evaluation of APPACDM's current position and performance requires a deeper analysis across different dimensions to evaluate its performance. This section presents a thorough diagnostic analysis examining three key aspects of the organization: financial performance, organizational structure, and social impact.

The financial diagnostic section analyses APPACDM's economic health, including EBITDA trends, revenue composition, cost structure, liquidity position, and net income patterns. This analysis is particularly important given the organization's high dependency on government subsidies and donations, and the need to understand the financial viability of its revenue-generating initiatives.

The organizational diagnostic explores APPACDM's internal structure and operational efficiency, examining how its hierarchical organization serves its mission while identifying

potential areas for operational enhancement. Special attention is given to employee feedback and organizational dynamics that influence service delivery and operational effectiveness.

The impact diagnostic evaluates APPACDM's effectiveness in fulfilling its social mission, analysing direct beneficiary growth, employment integration through initiatives like APPincludi, and broader stakeholder impact. This section also provides comparative analysis with peer organizations to benchmark APPACDM's performance within the sector.

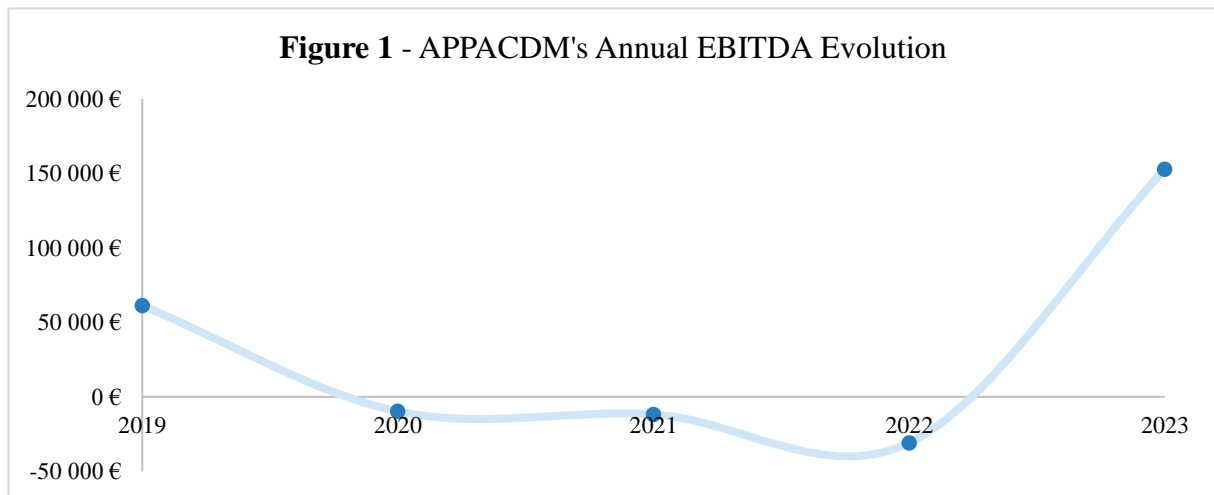
2.1. APPACDM Porto Screening

2.1.1. Financial Diagnostic

EBITDA Performance Trends

As an NGO, APPACDM has a unique set of financial considerations that differ from a for-profit business. Unlike commercial enterprises that generate revenue primarily through the sale of goods or services, APPACDM must secure funding from various sources, such as government subsidies, donations, and social enterprise initiatives. This complex funding landscape means APPACDM must carefully manage its finances to secure the continuity of its operations.

To understand the core profitability of APPACDM's operations, a crucial metric to analyse is its EBITDA (*Earnings Before Interest, Taxes, Depreciation, and Amortization*). EBITDA provides a clear picture of how efficiently the organisation generates earnings from its day-to-day activities. However, given APPACDM's nature as a social organization, examining the EBITDA margin including subsidies and donations can provide a more reliable image of overall financial sustainability. It was analysed over the period of 2019 to 2023, where it is possible to see a fluctuating trend.



In 2019, APPACDM's EBITDA stood at 61,231.13€, with an EBITDA margin of 2%. This indicated that for every euro of revenue (including subsidies), the organization was generating 2 cents in EBITDA - a modest but positive operational performance for a social organization.

However, the following year, 2020, marked a decline in EBITDA, decreasing to -9,756.14€, with the EBITDA margin dropping -0.3%. This negative margin and EBITDA suggest that APPACDM faced considerable challenges during the COVID-19 pandemic. These challenging conditions persisted into 2021, with EBITDA remaining negative at -11,720.00€ and a -0.4% margin, indicating the organisation was still just managing to cover its costs during this period. The situation became more challenging in 2022, with EBITDA declining to -30,820.49€ and the margin dropping to -1%.

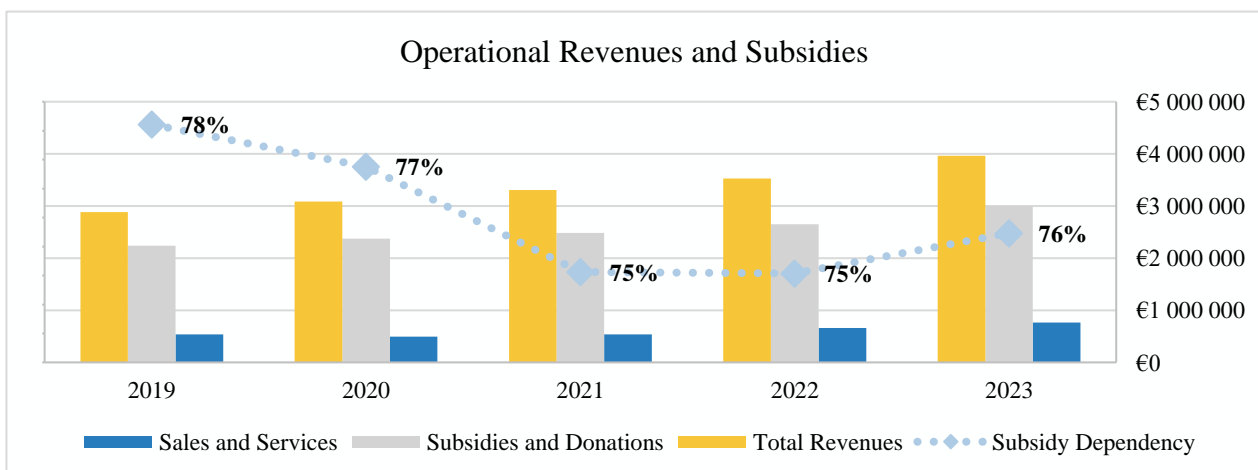
However, the data shows a remarkable rebound in 2023, with EBITDA reaching a positive value of 152,633.84€ and an EBITDA margin of 4%. Nevertheless, it is expected that these levels will decrease in 2024. While these margins might appear modest compared to for-profit organisations, they represent an average operational proficiency for a NGO where profit maximisation is not the primary objective (*EBITDA Margin by Industry - FullRatio*, n.d.).

Revenue Composition and Subsidy Dependency Analysis

APPACDM relies heavily on government subsidies, grants, and donations to fund its operations and support services. As so, maintaining a healthy financial position is crucial, as disruptions to funding streams could significantly impact the organisation’s ability to fulfil its mission and continue providing vital services to the community.

In 2023, APPACDM's total revenues amounted to 3,961,772.54€, of which 3,000,259.77€ came from subsidies, representing a substantial 76% of total revenues (when accounting other income and gains). On the other hand, operational revenues from sales and services totalled 766,287.86€ in 2023. The breakdown of these revenues highlights significant contributions from three main areas: the four CACI centres, which collectively generated 402,565.33€ in revenues, making them the largest contributor to operational revenues; the four LR locations had total revenues of 215,346.55€, representing another substantial portion of the operational revenues; additionally, CeRBE contributed 105,360.93€ to the total operational revenues, showcasing its importance in the organisation’s revenue generation efforts.

To further understand APPACDM's financial position, it is crucial to analyse the subsidy dependency ratio, which stood at an average of 76% from 2019 up to 2023, highlighting the organisation’s substantial reliance on subsidies to sustain its operations.



Cost Structure Overview

Considering the costs that the organisation endures, it is possible to categorise them into three primary segments: Cost of Goods Sold, Personnel Expenses, and External Supplies and Services, each reflecting the diverse nature of the organisation's activities, and the resources required to deliver its services effectively.

Personnel Expenses constitute the most significant portion of total cost throughout the years, amounting to 2,979,137€ in 2023. Several areas stand out for having higher personnel costs when looking across all services: Central Services, with a total amount of 226,462.95€; the four centres of CACI, amounting to 1,203,829.81€; the four different locations of LR, with 902,749,81€ worth of expenses and, finally, CAVI with a total of 379,523.19€. These higher personnel expenses in specific areas indicate a larger allocation of human resources due to the nature of the services provided and the number of clients served.

External Supplies and Services, totalling 726,664.94€, represent another substantial cost segment. CACI centres, LR and CeRBE – with total expenses of 404,842.08€, 234,818.65€ and 51,812.41€, respectively - are the services that exhibit higher costs in this category, suggesting a greater reliance on external costs and specialized services.

When analysing the percentage of each cost segment in relation to total costs, the results are quite revealing. Personnel Expenses account for an average of 80% of total costs, emphasizing the labour-intensive nature of APPACDM's operations. External Supplies and Services make up 19% of total costs, while Cost of Goods Sold contribute a mere 1%, being more relevant for services such as LR.

Liquidity Analysis

APPACDM's liquidity position, reflecting its ability to meet short-term obligations, is another useful financial metric, vital to do a comprehensive financial analysis.

The *Net Working Capital* (NWC) demonstrates a consistently negative trend throughout the years, with values ranging from -175,689.72€ to -318,113.95€, with a negative value of 179,018.80€ in 2023. This negative position indicates that the organisation's current liabilities exceed its current assets, potentially signalling some liquidity constraints. APPACDM's current assets are mainly composed of the organization's cash and cash equivalents, and, on the other hand, the current liabilities are mainly accounting for deferrals and debt to government and public entities and suppliers.

When analysing the organisation by looking into its liquidity ratios, such as the current ratio, which measures the organisation's ability to pay its short-term obligations, it is possible to see that it stands at 0.69 in the most recent period, marking an improvement from previous values of 0.51 and 0.46 – in 2022 and 2021, respectively. While this ratio remains below the conventional benchmark of 1.0, its upward trajectory indicates an improvement. The quick ratio maintains parity with the current ratio, which is expected given APPACDM's service-oriented nature and minimal inventory requirements. Additionally, the cash ratio of 0.60 reveals that a substantial portion of current assets is maintained in cash and equivalents – 345,616.49€ total in 2023, making 87% of current assets – providing a robust immediate liquidity coverage.

Although APPACDM shows a negative working capital position, the risk of liquidity is mitigated as its current liabilities primarily consist of deferrals - representing advance funding that requires service delivery - rather than immediate cash payments. Nevertheless, with liquidity ratios below 1.0 and a high proportion of assets held in cash, the organization maintains a delicate but managed liquidity position that requires careful ongoing monitoring.

Net Income Trends

When examining APPACDM's net income reveals a dynamic pattern of financial performance over the analysed period. Starting from 2019 with a negative result of -7,682.74€, the

organization experienced a further decline in 2020 with a net loss of -72,965.35€, reflecting the significant challenges posed by the COVID-19 pandemic. This downward trend continued into 2021 and 2022, where the net loss increased to -84,202.45€, followed by the most significant loss of -92,979.71€.

However, 2023 marked a remarkable turnaround in the organization's financial performance, with APPACDM achieving a positive net income of 111,743.52€. The positive shift can be attributed to several factors visible in the financial statements, including a notable increase in revenues from sales and services – increasing 23% from 2021 to 2022, and 16% from 2022 to 2023 - and a substantial growth in subsidies – which increased 13% in 2023, comparing to the prior year.

2.1.2. Organisational Diagnostic

APPACDM demonstrates a hierarchical organizational structure (*Appendix 1*) that effectively combines centralized governance with distributed operational functions. This analysis examines the current structure and its implications for organizational performance.

The organization's top-level leadership consists of three primary bodies: the General Assembly, Board of Directors, and the Fiscal Council. The executive leadership layer comprises the Executive Council and General Management, which oversee operations and the projects of the organization.

APPACDM's projects englobe several specialized initiatives. These include O Cantinho, APPseniores, APPpessoas, APPseniores, APPeco, APPevolui, and Cridem. Each of these programs is designed to address specific community needs and organizational objectives. The social responses are also under the supervision of the General Management such as CACI, ELI, LR, CAARPD, CAVI and CeRBE.

The organization maintains four key departments as management support structure: Organization and Quality, Organizational Management, Financial Services, and Communication. These departments provide essential administrative backbone to the organization's operations.

Day-to-day operations are also facilitated by comprehensive support services, including Logistics and Administrative Services, Fleet Management, Equipment Maintenance, and IT. These services ensure smooth operational flow across all organizational units.

The current structure offers several notable advantages. The specialized departmentalization enables focused operations and expertise development within each unit. The support services reduce the administrative burden on program directors, allowing them to focus on service delivery. Multiple levels of oversight ensure robust governance, while dedicated administrative capacity through management support services streamlines organizational processes.

However, with the help of the surveys that were conducted to the staff of APPACDM (*Appendix 32*) in order to get more information about the environment where they work, it was possible to understand that there are several areas that need attention for organizational improvement. According to the survey conducted, 67.2% of the staff believes that communication from top to bottom is not clear enough. This means that internal communication channels across departments and social responses could be strengthened to enhance coordination and share relevant information. Additionally, the current allocation of responsibilities reveals some operational inefficiencies, particularly in cases where staff members perform duties outside their core functions. For example, currently, social media management tasks are being handled alongside the coordinator's primary responsibilities at Cantinho, which may present opportunities for workflow optimization to ensure sustainable quality across all activities. People management, together with training, were also points those employees highlighted that

needed improvement. Some state that there are still necessary competences for the job that should be more enhanced - with 26.6% believing that the training provided by the organization is not enough for their professional development. This takeaway also goes in line with the fact that at least 14.1% of the people who answered the survey rated themselves a 3 out of 5, when asked about their capacity to handle the emotional and behavioural needs of the clients. On another note, the training is considered not only helpful for the staff that deals with the clients that have special needs, but also for the roles of higher hierarchy that manage the projects and the teams.

In conclusion, while APPACDM's organizational structure offers several advantages, the feedback from staff surveys highlights areas for improvement. Notably, 20.3% of employees rated the organization's work-life balance a 2 out of 5 or less, indicating a need to better support the well-being of their workforce. Nonetheless, 81.3% of employees feel comfortable discussing specific needs or concerns related to clients with the coordination team, which suggests a generally open and collaborative culture between staff and management, despite staff agreeing that management should be more trained as well. By addressing the identified challenges, APPACDM can further strengthen its ability to effectively serve individuals with intellectual disabilities and their families.

2.1.3. Impact Diagnostic

APPACDM's impact can be measured through several key indicators that reflect the organisation's effectiveness in fulfilling its mission of supporting and empowering individuals with IDD. These indicators provide valuable insights into the organisation's contribution to addressing the challenges faced by people with disabilities in Portugal.

Direct Beneficiaries

A significant quantitative indicator of APPACDM's growing impact is the consistent increase in the number of beneficiaries served across its various programs. From 2019 to 2023, the organization expanded its reach substantially, growing from 335 to 862 direct beneficiaries, representing a 157% increase over this five-year period. This growing trend demonstrates not only the organisation's expanding capacity but also the increasing demand for its specialised services in the Porto region.

When looking into the number of beneficiaries across different services in 2023, ELI emerged as the largest program, serving 321 children through two intervention teams, representing 37% of total beneficiaries. This significant presence in early intervention aligns with the organisation's preventive approach and commitment to supporting development from the earliest possible stage.

CACI maintains a steady and substantial impact, serving 165 individuals, making that 19% of total beneficiaries in 2023. This consistency in CACI's numbers over the years, remaining stable at 165 beneficiaries since 2019, suggests the program has reached optimal operational capacity while maintaining service quality.

LR has also expanded its impact, now supporting 140 residents across four residential homes, comprising 16% of the total beneficiaries and increasing from 53 residents in 2019.

CeRBE demonstrates particularly impressive growth, increasing from serving 84 individuals in 2021 – it is first official year in service - to 152 in 2023, now representing 18% of total beneficiaries. This rapid expansion particularly highlights the significant demand for specialised rehabilitation services.

CAARPD has shown consistent growth, expanding from 11 beneficiaries in 2019 to 52 in 2023. This service becomes particularly relevant considering that between 2015 and 2020, Portugal

saw an increase in educational disparities between young people with and without disabilities according to the human rights indicators for people with disabilities in Portugal (Observatório da Deficiência e Direitos Humanos & ISCSP, 2023).

Meanwhile, CAVI maintains a more focused impact, supporting 32 individuals, or 4% of total beneficiaries, in their journey toward independent living. This service's role in promoting autonomy aligns with broader national initiatives supporting independent living, as evidenced by the 1,042 active Individual Personal Assistance Plans (PIAP) registered through the MAVI (Independent Living Support Model) pilot project. CAVI thus represents APPACDM's contribution to this wider movement toward supporting autonomous living for people with IDD in Portugal.

This growth in beneficiary numbers becomes particularly meaningful when compared alongside national statistics indicating that 62.3% of people with disabilities over 16 years face poverty risk before social transfers, and nearly one-third of households with disabled members report significant difficulty meeting regular expenses (ODDH & ISCSP, 2023). Therefore, APPACDM's response services growth and expanding reach represent not just numerical growth but an increasing capacity to address critical social needs.

Impact through employment inclusivity

APPincludi operates within a complex national employment landscape for individuals with disabilities. Between 2015 and 2020, Portugal witnessed a notable increase in the activity rate of the population with disabilities, growing by more than 6%, compared to only 1.4% growth in the population without disabilities. The employment landscape in 2022 revealed that the majority of registered unemployed individuals with disabilities were adults, with more than half experiencing long-term unemployment exceeding one year (ODDH & ISCSP, 2023).

Within this context, *APPincludi* represents a significant component of APPACDM's impact strategy, focusing specifically on employment integration and workplace inclusivity. The initiative, which demonstrates a dynamic and growing trajectory, supported 18 individuals in their journey towards employment in 2023, expanding to 20 individuals in 2024. While some participants may overlap between years, these numbers reflect the program's continuous engagement with employment integration. The initiative operates through a dual-focused approach, simultaneously supporting both potential employers and candidates with IDD, by accompanying their journey from the application and initial recruitment through to ongoing employment support. This approach goes beyond simple job placement, aiming to create lasting organisational change that supports genuine inclusion.

The support for the candidates is structured across two crucial phases. During the recruitment phase, the program provides comprehensive assistance with job application preparation, CV development support, interview preparation, and even employability training groups. This support continues through the admission phase, where the program offers workplace monitoring and ongoing peer-to-peer employability training sessions.

The initiative demonstrates APPACDM's commitment to not just finding employment opportunities for individuals with IDD but also ensuring their long-term success and integration in the workplace.

APPincludi continues to expand its reach and impact as a growing initiative, adapting to meet the evolving needs of employers and job seekers with intellectual disabilities. One of the key integration modalities facilitated through this program is the engagement in ASUs, which represents a significant mark towards workplace integration for many clients. The ASUs program operates within a formal legislative framework developed by Decree-Law No.

221/2012 of October 12, designed to promote social and community integration through temporary occupations within NGOs.

Through these activities, participants receive a monetary compensation for their work, providing them with not only practical experience but also financial recognition for their contributions. This arrangement serves multiple purposes: it offers participants valuable workplace experience, contributes to their personal development, and provides them with financial compensation that acknowledges their work's value. The program exemplifies how structured occupational activities can serve as effective bridges between therapeutic support and employment opportunities.

Comparison with peers

When examining APPACDM's position within the national context, it is valuable to consider its role within the Porto Metropolitan Area, where it operates alongside other significant institutions, before expanding to a broader national comparison.

Within the Porto Metropolitan Area, APPACDM Porto emerges as the largest institution, serving 862 beneficiaries, substantially more than APPACDM Gaia and APPACDM Matosinhos, which serve 590 and 447 beneficiaries, respectively. This concentration of service capacity in Porto aligns with the city's role as the region's primary centre and its more extensive population base.

When expanding the analysis to a national scale, interesting patterns emerge that do not necessarily correlate with urban population size. APPACDM Viseu, despite operating in a smaller urban centre, serves the most significant number of beneficiaries among all analysed institutions, with 1,278 individuals, followed by APPACDM Lisboa, with 938 beneficiaries. APPACDM Porto ranks third in this national comparison, while APPACDM Évora serves 694 beneficiaries.

Service differentiation among APPACDMs is particularly evident in specialised programs. Notable examples are the Local Resource Centres/Inclusion Resource Centres operated by APPACDM Lisboa and APPACDM Viseu. Accredited by IEFEP, these centres serve as specialised support structures for professional rehabilitation services.

This comparative analysis reveals that while APPACDM Porto maintains a significant presence within its immediate region, the national landscape of APPACDM institutions shows considerable diversity in scale and service delivery models. This diversity is influenced by factors beyond simple urban population size, suggesting that local needs, institutional capabilities, and regional opportunities play crucial roles in shaping how these organisations develop and operate.

Impact on Stakeholders

APPACDM's impact on its stakeholders can be assessed through the survey results, which provide valuable insights into the organization's work environment and employee satisfaction.

According to the survey (*Appendix 32*), a significant majority of the staff - 70.8% - believe that the relationship between employees and clients positively impacts their well-being and development. This suggests that the organisation fosters a supportive and nurturing environment where staff can build meaningful connections with the individuals they support, contributing to client and employee well-being.

Additionally, the three partnerships built through Cantinho overwhelmingly agree that the collaboration with APPACDM impacts clients by increasing awareness of other types of realities, providing valuable exposure to diverse perspectives and experiences, and fostering personal and professional growth.

CeRBE partnerships demonstrate similarly positive impacts. When asked what differentiates APPACDM from other NGOs (*Appendix 31*), partners highlight its greater social impact,

personalised services and products, quality of work and internal respect and care for others. These responses showcase APPACDM's unique strengths and the value it brings to its partnerships. Partners also identify the main benefits of collaborating with APPACDM, including involving employees in more social causes, increasing the visibility of *corporate social responsibility* (CSR) practices and bringing a positive social impact to the company.

APPACDM's impact on its clients and their families is central to its mission. Interviewing a client's mother provides valuable qualitative insights into the organisation's impact. The mother expresses gratitude for the exceptional service provided by APPACDM, noting that her child has shown significant improvements since beginning therapy three years ago. She highlights the positive impact on her child's well-being and productivity, as well as the enhanced communication skills developed through the various therapies. Importantly, the mother emphasises the inclusive approach of APPACDM, which actively involves parents in the therapy process. This collaborative approach benefits the child and empowers and supports the family, as a whole.

These personal accounts underscore the transformative impact of APPACDM's services on the lives of individuals with IDD and their families. By providing high-quality, personalised care and support, APPACDM enables its clients to develop essential skills, improve their well-being, and participate more fully in their communities.

2.2. Rationale for choosing CERBE and Cantinho

Among APPACDM's social responses, CeRBE and Cantinho stand out as the organization's only two social businesses generating independent revenue streams. While other programs fulfil crucial social missions, they remain heavily dependent on government subsidies and donations, with subsidy dependency ratios averaging 76% from 2019 to 2023.

CeRBE and Cantinho, in contrast, operate on business models that combine social impact with commercial viability. CeRBE has demonstrated substantial growth potential, increasing its EBITDA by 200% between 2021 and 2023, while Cantinho has established itself as both a platform for client engagement and a revenue generator.

The focus on these two is strategic: the financial sustainability, as by optimizing revenue-generating units, APPACDM can work towards reducing its overall subsidy dependency and enhance its financial resilience. Then, scalability potential through market expansion and partnership development and, the creation of a sustainable cycle of social and financial value creation. Lastly, market integration since both units actively engage with the broader market.

This approach represents an opportunity to strengthen APPACDM's overall sustainability while maintaining its commitment to social impact through a business-oriented approach.

2.3 Concluding remarks

The analysis of APPACDM reveals an organization that has been able to expand its reach and impact while facing significant financial and operational challenges. The organization's beneficiaries' growth over five years demonstrates its increasing capacity to serve the IDD community, however, this expansion has occurred within a complex financial framework characterized by high subsidy dependency.

The financial diagnostic highlights both vulnerabilities and strengths in APPACDM's operational model. While the organization maintains a high subsidy dependency, it has shown resilience and adaptability, particularly evident in its 2023 financial recovery.

The organizational diagnostic reveals a well-structured institution with clear hierarchical organization, though areas for improvement exist, particularly in internal communication and staff development.

Impact assessment demonstrates APPACDM's significant contribution to addressing critical social needs within its community. The organization's diverse service portfolio provides comprehensive coverage across the lifecycle of individuals with IDD. The success of initiatives like APPincludi in supporting workplace integration further emphasizes APPACDM's role in fostering social inclusion.

The analysis of CeRBE and Cantinho as revenue-generating units reveals their potential for contributing to APPACDM's financial sustainability while advancing its social mission. These social businesses represent strategic opportunities for reducing subsidy dependency while maintaining alignment with the organization's core values and objectives.

This comprehensive screening establishes the foundation for detailed strategic recommendations in subsequent chapters, particularly regarding the optimization of CeRBE and Cantinho's operations to enhance both their social impact and financial contribution to APPACDM Porto's long-term sustainability.

3. CeRBE

3.1. Introduction

The following chapter presents a comprehensive examination of CeRBE's operations, market environment, and growth opportunities through several key components.

The situation analysis section examines CeRBE's foundational elements, including professional team structure, service portfolio, facility infrastructure, client base, financial performance and identification of key challenges. The market environment analysis explores CeRBE's competitive landscape, examining pricing strategies, marketing approaches, and emerging trends in therapeutic services. The strategic recommendations follow from the previous analysis and interviews with APPACDM, focusing on two main opportunities: room optimization and

market positioning. The Room Optimization strategy examines how CeRBE can maximize its facility utilization while maintaining service quality, including detailed analysis of current capacity, market size, and operational considerations. The Market Positioning strategy addresses ways to strengthen CeRBE's presence in both existing and new market segments, supported by comprehensive pricing frameworks and implementation planning.

3.2. Situation Analysis

In 2018, the idea of developing a social business to contribute to the financial sustainability of APPACDM began to take shape. However, the establishment and consolidation of the CeRBE as a clinic faced significant challenges, particularly due to the lack of demand preventing it from justifying the allocation of a fully dedicated team. Eventually, a turning point occurred with the formation of two key partnerships. In 2021, CeRBE's collaboration with Porto City Hall, gained significant momentum particularly marked by the expansion of its activities into extracurricular programs, providing adapted recreational activities, music therapy, and hydrotherapy. Around the same period, CeRBE also partnered with *Jerónimo Martins*, providing wellness programs for the company's employees and their families. These partnerships enabled the clinic to expand its client base, establish a more stable operation and foster overall growth.

The clinic's primary purpose is to support individuals with IDD by enhancing their quality of life, health, and well-being through a range of therapeutic and counselling services, all tailored to meet the specific needs of each. CeRBE offers integrated responses for all age groups, providing support not only to the clients but also to their families, to increase their autonomy as individuals. Additionally, the centre plays an important role in fostering social inclusion by raising awareness among younger generations about accepting and integrating individuals with IDD into everyday life.

3.2.1. Professional Team Structure and Management

Nowadays, CeRBE operates with a team of professionals who contribute to the clinic's therapeutic services and management. Daniela, the coordinator, is fully dedicated to CeRBE, managing both coordination and direct interventions as an occupational therapist. The team also includes another occupational therapist, with a specialization in hydrotherapy, a psychomotricity therapist, a speech therapist, a psychologist and two music therapists. All of them are on full-time permanent contracts with the APPACDM, except for the music therapists, who work part-time. In cases where a client's needs require services outside CeRBE's existing capabilities, additional professionals may be hired on a freelance basis, or an APPACDM staff member from another department may be called upon for up to 5 additional hours of work. This supplementary arrangement is particularly common in physiotherapy.

Suppose CeRBE's client demand does not fully occupy these full-time professionals. In that case, it is defined as one of the clauses of their contracts that they may be reassigned to other APPACDM social activity to ensure that their skills are utilised across the organisation effectively (*Appendix 3*).

Although CeRBE historically experienced significant turnover, partly due to the uncertainty associated with freelance contracts, it now benefits from a stable team with great consistency - an essential factor for the families involved. These are long-term therapeutic relationships involving children, so continuity with the same professional is crucial. The formal hiring and consolidation of the team has been a significant milestone, allowing CeRBE to provide more consistent and reliable support. This stability enhances the therapeutic impact and reassures families, fostering stronger connections and supporting sustained progress.

3.2.2. Service Portfolio and Facility Infrastructure

The clinic provides a wide range of individually tailored services that aim to satisfy clients' various therapeutic needs. The specialities offered by the clinic are *occupational therapy* (TO), *speech therapy* (TF), *physiotherapy* (FT), *psychology* (PS), *psychomotricity* (PSM) and *music therapy* (MT). In terms of TO, there are several activities available, such as sensory integration (IS), *Snoezelen* (SZ), *hydrotherapy* (HT) and *sensory storytelling* (CS).

When analysing service utilisation, a clear pattern is revealed in client demand. TO represents the most popular speciality among clients, accounting for 52% of all services provided, followed by TF at 41%. PS and FT services account for smaller portions of the overall service mix, at 5% and 2%, respectively. (*Appendix 4*)

These services are provided within specialised rooms in the clinic, each equipped for specific therapeutic interventions. CeRBE has eight rooms available: IS1, IS2, *Snoezelen Room* (SSZ), *Therapeutic Support* (STS), *Technical Office* (STO), *Physiotherapy Office* (SFT), *Hydromassage* (SHM) and *Therapeutic Tank* (TT).

The IS1 room is primarily used for TO, TF, and PS, while the IS2 room and SSZ are utilised for the same specialities plus MT. The STO is mainly designated for TF and PS, and the STS is allocated for MT sessions. While primarily used for ELI sessions every morning, the STS is also designed to support PS and TF. However, it is currently underutilised for these specialities, representing a potential area for expanded service use. The SFT and SHM rooms are equipped explicitly for FT activities. The TT is dedicated to TO, particularly for hydrotherapy (HT) sessions and FT. Although each room is primarily associated with particular specialities, they are also available for other therapies as necessary, providing flexibility to the clinic.

However, for some services, therapists may travel to meet clients in external locations as needed. For example, MT and PSM are only conducted in schools, as these services are largely allocated to school environments benefiting from a community-based approach. CeRBE also

offers hippotherapy within TO in a subcontracted format, expanding the range of therapies available to its clients.

The Snoezelen System

One unique feature at CeRBE is the presence of activities equipped with the Snoezelen (SZ) system. The SZ system is a multi-sensory environment that stimulates the senses through gentle and engaging experiences. It aims to provide a calming and stimulating atmosphere for people with sensory processing issues, disabilities, autism, dementia, and other special needs. Under this system, users explore their senses in a non-directed environment, encouraging exploration, relaxation, and emotional well-being to improve focus, reduce anxiety, and enhance quality of life. CeRBE offers a TT equipped with a Snoezelen system – like no other in Portugal – in which clients benefit from a relaxing and stimulating environment appropriate for all ages and diagnoses.

3.2.3. Client Base and Treatment Approach

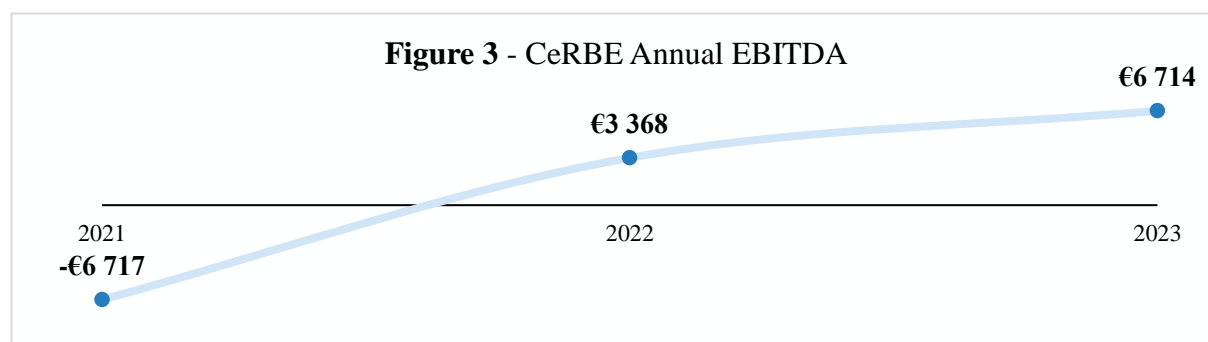
CeRBE primarily serves clients through partnerships rather than individual private clients. While a few private clients choose to continue their therapeutic journey with CeRBE after beginning services in the ELI, most clients come through established partnerships with companies that seek to support their employees and their families. These partnerships bring in children, typically aged between 6 and 15 years old, resulting on CeRBE's demand being composed by 87% children and 13% adults. Among CeRBE's partnerships nowadays are 9 school arrangements by Porto City Hall and *Agrupamento de Escolas Valbom*, and 5 companies: *Jeronimo Martins*, *ANPAR*, *Pro Infância*, *Sprinter sports* and *Águas do Douro e Paiva*.

The start of the treatment process depends on the client's clinical status. If they come with no previous medical indication, the process begins with a diagnostic session, with an associated

cost, attended by the client and their respective guardians, where the intervention is tailored to the individual's needs. The primarily common areas of intervention, in line with the most common diagnoses, are Autism Spectrum Disorder, Language Development Delay, Specific Learning Disorders and Cerebral Palsy. In case of a previous medical indication, the process begins with a brief meeting to present the facilities and schedule the intervention. On average, the treatments at CeRBE occur on a weekly basis, although some may be biweekly or monthly, and many clients, particularly children, often participate in multiple interventions simultaneously, especially when it comes to TO and TF. Treatment duration is rarely less than six months, with most interventions lasting an average of one year, allowing for meaningful progress and development across various areas of health, well-being and emancipation.

3.2.4. Financial Performance

The financial performance analysis will cover the period from 2021 to 2023, as this is the timeframe in which CeRBE began operating as an independent cost centre. This limitation aligns with the previous observations regarding the gradual growth and formalisation of CeRBE's operations, as it was only from 2021 onward that the clinic's financial activities became significant enough to justify individual tracking and analysis. Over the past three years, CeRBE has demonstrated robust growth in its EBITDA, reflecting a positive evolution of its financial health.



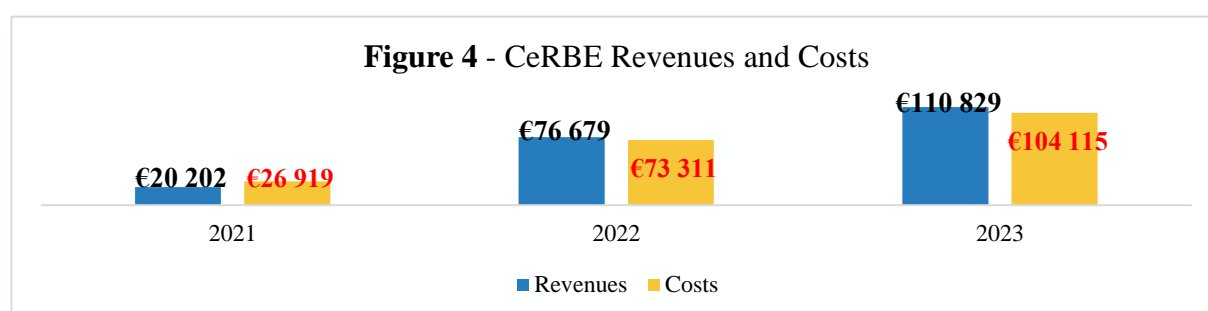
Starting from negative EBITDA values in 2021, the clinic achieved a 200% increase in EBITDA by 2023, marking its shift from a challenging initial phase to a period of growth.

The primary sources of CeRBE’s revenue have been its partnerships with various organisations, particularly those supporting long-term therapeutic interventions. Although a smaller share of revenue is generated through private consultations, partnerships remain the core driver of the clinic's income, reflecting its commitment to collaborative and community-oriented services.

In terms of cost structure, CeRBE’s expenses are mainly attributed to personnel costs and operational expenses directly related to its therapeutic services. However, a relevant factor in CeRBE’s financial model is the absence of rental expenses. The facilities where APPACDM - and, by extension, CeRBE - operate, are provided at no cost by another IPSS that currently has no activity and allows for APPACDM to manage the space on their own wants and needs. It is expected that in the near future, the facilities will be fully transferred. For now, this arrangement significantly reduces the clinic’s fixed costs, allowing for a more favourable allocation of resources toward its primary services.

When analysing CeRBE’s financial growth, the *compound annual growth rate* (CAGR) for revenues and costs over this period offers important information for assessing the company's financial development—it measures the consistent rate of growth over multiple years, offering a clearer picture of performance beyond year-to-year fluctuations.

The total revenues CAGR stands at 76%, and the total costs CAGR stands at 57%. This favourable balance has enabled CeRBE to improve its overall profitability, translating into a higher EBITDA and enhanced financial stability. It also highlights the clinic’s ability to scale



its services without proportionally increasing its expense base, which is crucial for sustaining long-term growth.

To gain a more comprehensive understanding of CeRBE's recent financial health, 2023 performance will be examined in greater detail since it represents a pivotal point for the clinic, showcasing the financial outcomes of the strategies implemented in previous years and the strengthening of CeRBE's partnerships and client base.

CeRBE's total revenue for 2023 amounted to €110,829, generated directly from its main therapeutic services, supplemented by allocations from APPACDM's broader revenue sources, such as IRS consignments and donations. These supplementary funds were distributed across APPACDM's various cost centres, including CeRBE. On the cost side, CeRBE incurred a total of €103,916 in expenses for 2023, which can be divided into two main categories: operating expenses and personnel costs. OPEX, *Operational Expenditure*, for the year was largely driven by the specific requirements of maintaining the TT, including heating, air humidity, temperature regulation, and water replacement in cases of contamination. CeRBE also holds a contract with *Universidade Católica do Porto* (UCP) for regular water quality analysis, further ensuring compliance with health standards. Also, in the OPEX, there were costs related to contracting services through freelance agreements. Personnel expenses for 2023 were €51,525, covering the salaries of CeRBE's core team: the coordinator, occupational therapists (TO), and a psychomotricist (PSM). An additional amount was allocated to shared utility costs - electricity, water, gas, and telecommunications - distributed across APPACDM's centres, in line with the organisation's cost-sharing model. Moreover, CeRBE also pays an annual fee of €500 to the national health regulatory authority, covering registration fees for the clinic and its certified staff members. D&A expenses reflect the significant capital investments made in 2017, particularly the major renovation of the therapeutic rooms and tank, supported by BPI Bank.

This stability and positive evolution in CeRBE's financial framework have enabled the clinic to achieve profitability and established a foundation for sustained growth that benefits both the clinic itself and APPACDM, aligning with its original purpose.

After reviewing all internal data and interviews with the director and coordinator, two significant challenges were identified in CERBE's strategic approach. The first problem is related to underutilisation of its available space, and the second problem the unpredictability of service demand, with significant fluctuations throughout the year, that will be explored in the next section.

3.2.5. Challenges

Space Underutilisation

Although therapies are provided inside and outside the institution's facilities, the director and coordinator stated that CeRBE was originally established to use all unoccupied spaces at APPACDM Porto. For that, an investment from BPI in 2018 was received to provide clinical services to the community. Therefore, the physical spaces (CeRBE Rooms) of APPACDM will be further examined to better understand the problem mentioned.

Specialised Room Usage Guidelines

For the analysis, the school year 24-25 schedules were used. The operating hours for each room are from 8 a.m. to 8 p.m., providing a total capacity of 60 hours per week per room. The rooms are used for other social activities, such as ELI, CAARPD, CACI, besides CeRBE. At the beginning of each school year, a schedule for room usage is defined for all social activities except for CeRBE. This room usage schedule is maintained throughout the entire year. Only unoccupied rooms can be used by CeRBE. One of the rooms, the physiotherapy room SFT, can accommodate two FT professionals working simultaneously. On the other hand, considerations will be made regarding the TT room's ability to simultaneously host two different social activities, which will be assessed next.

Specialised Room Occupation Rate Analysis

The room occupancy rates (Figure 5) were determined by calculating the hours utilised by ELI, CAARPD, and CACI as a percentage of the rooms' total capacity. The same approach was applied to determine CeRBE's occupancy rate. For the available occupation rate, the total capacity of the room minus the total occupancy rate was computed. Regarding the TT room, the available occupation rate was computed, considering the occupancy hours of the room and ignoring any overlap of social activities.

Figure 5 - Specialized Room Occupation Rate (%)			
Rooms	Occupation Rate of the Room (%)	CeRBE Occupation Rate (%)	Available Occupation Rate (%)
IS1	60%	8%	32%
IS2	43%	13%	43%
Therapeutic support (STS)	30%	10%	60%
Snoezelen (SSZ)	28%	16%	56%
Physiotherapy (SFT)	33%	3%	64%
Therapeutic tank (TT)	37%	18%	54%
Technical Office (STO)	38%	2%	60%
Hydromassage (SHM)	8%	0%	93%

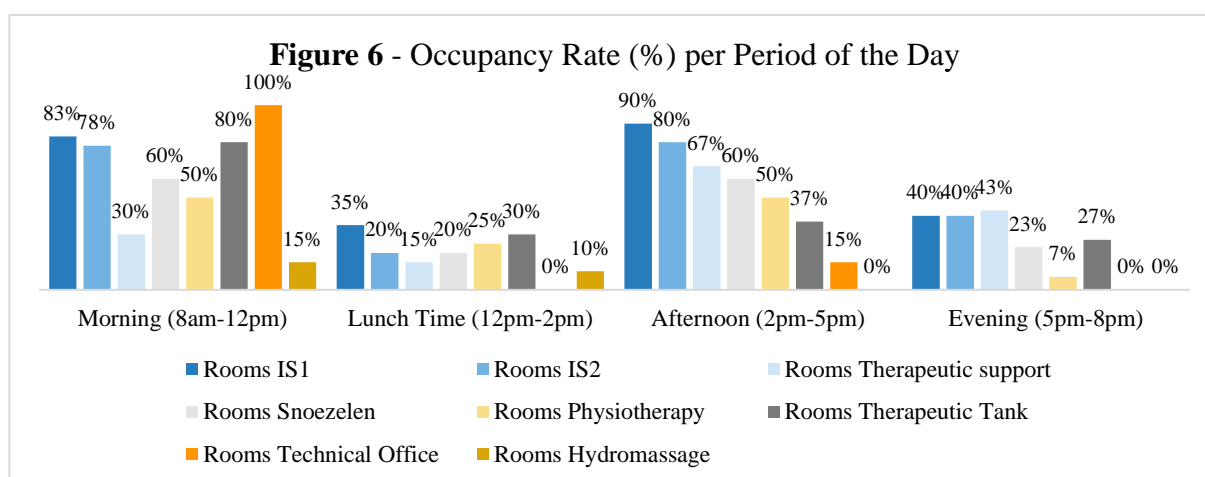
It is important to notice that ELI activity occupies the STO room during the morning slot (8 am to 12 pm) and uses that space to prepare the therapies during all mornings, with 20 hours per week allocated to ELI. Rooms IS1 and IS2 show the lowest available occupation rates, with 32% and 43%, respectively. In contrast, the other rooms have a significantly higher free capacity, with more than half of their space available.

Moreover, CeRBE has an average occupancy rate of 20% in all rooms, with IS1, SFT and SHM less frequently used by clients, whereas SSZ and TT are more popular (*Appendix 5*). However, in SFT, TT and SHM it is clear the predominant presence of CACI, with 84%, 32% and 100% occupancy rates, surpassing those of other social activities in SFT and TT. Here, the TT room

presents the proportion of each social activity based on the total number of hours per social activity.

Specialised Room Occupation Rate Analysis per period of the day

It is noticed that the highest occupancy rates are during lunchtime and evening hours, with average rates of 20% and 23%, respectively (Figure 6). However, the afternoon period, which has an average occupancy rate exceeding 50%, still shows potential for improvement. The IS1 and IS2 rooms, with 90% and 80% occupancy rates, respectively, significantly increase the afternoon rate due to ELI social activities. Without these rooms, the afternoon occupancy rate would not even reach 50%. While the lunch period shows limited opportunity for increased occupancy, afternoon and evening periods have growth potential.



Maximising Space Utilization: Essential Factors

The number of new clients and the additional therapists needed to optimise the available occupancy rate across all rooms were analysed (*Appendix 6*). The MT and PSM specialities were not considered, as they do not require room occupancy, and the main activities are outside CeRBE (at schools) as already mentioned in *Section 3.2.2. Service Portfolio and Facility Infrastructure*.

Significant factors were considered for maximising the space. Firstly, each therapy speciality was allocated to specific rooms, considering each could accommodate multiple specialities, again as already specified in *Section 3.2.2. Service Portfolio and Facility Infrastructure*.

It was assigned a 60% weight to the therapy specialities designated by the institution as preferred for particular rooms. The remaining therapy specialities were assigned weights based on the proportion of demand observed among CeRBE's clients from 2018 to September 2024 (considering the demand in clients using the physical spaces and excluding schools). The distribution was as follows: 52% for TO, 41% for TF, 5% for PS, and 2% for FT, out of a total of 85 services requested. Secondly, the required time per client per week was assumed to be 1 hour (1 hour of medical consultation using the room) per therapy speciality, a time provided by the coordinator, and assuming the most common frequency of consultations in the treatments of one per week (*3.2.3. Client Base and Treatment Approach*) for one year. Using this data, the maximum number of clients per therapy was calculated by dividing the total time allocated per room by the required time per week per client during the session and rounding down the result. By filling the available capacity of all the rooms, APPACDM could serve 269 new clients corresponding to 12 new therapists needed (Figure 7). This number was reached considering that each therapist spends 75% of their time in sessions with clients and the rest is for preparing the sessions. The existing therapists had available hours of 14.5h, 13h, 7h, and 4h, respectively, for TO, TF, PS, and FT.

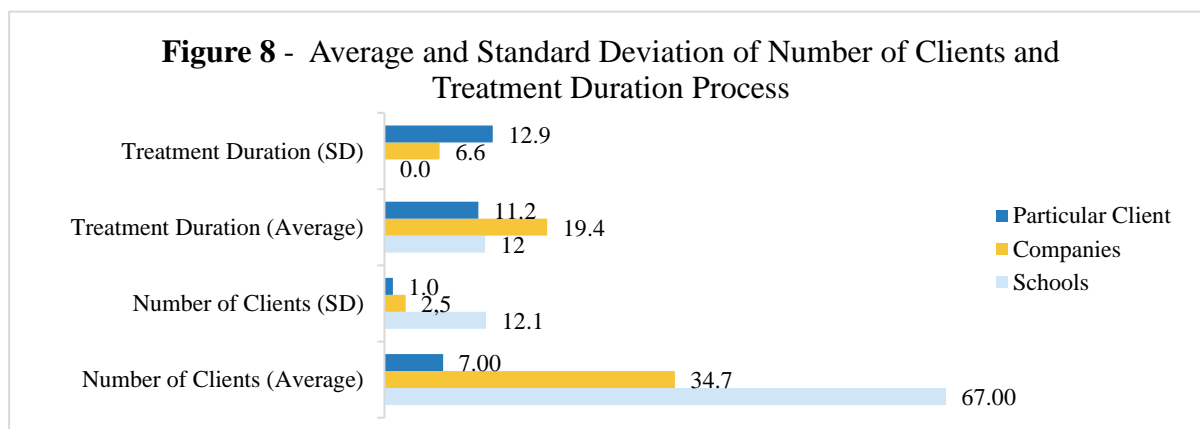
Figure 7 - Number of New Clients and Therapists per Therapy Specialities				
Therapies Specialities	Number of New Clients	Total Hours	Free Contract hours	Number of New Therapies
TO	89	75.8	14.5	3.0
TF	93	95.0	13	4.0
PS	8	10.7	7	1.0
FT	79	79.9	0	4.0

Unpredictable and fluctuating demand

To analyse the unpredictable and fluctuating demand, data from 2021, 2022, and 2023 was reviewed, focusing on the number of patients and those who had completed their treatment

process. This analysis included all three types of CeRBE clients: schools, companies, and particular clients (Figure 8). Schools are the most predictable and consistent type of client regarding the number of clients (67) and the duration of their treatment (12 months). Particular clients, having a treatment duration similar to schools (11.2 months), show the highest volatility, meaning that the approach is more personalised and depends on the client's case, which is the opposite of the approach of schools where the treatments are done, reaching 12 clients at the same time. Furthermore, companies can have a lower average number of clients (34.7), but they seem more constant regarding schools over the years. The treatment durations in companies are the highest and have volatility inferior to particular clients, with companies being more attractive than particular clients in treatment duration.

To ensure that strategies pursued are competitive and responsive, a thorough analysis of the external market must be conducted.



3.3. Analysis of the market environment

The direct competitors were analysed to assess the market environment, focusing on their pricing and marketing strategies. In this analysis, other IPSSs were not considered as they do not offer competing clinical rehabilitation services nearby. Market trends were examined, and a SWOT analysis was conducted to summarise the internal and external factors affecting CeRBE's position. Some considerations regarding competitor's analysis were considered. The criteria for exploring the direct competitors were that organisations needed to address the exact

needs of our target, serve a similar segmentation and target audience (*Appendix 7*) and overlap at least the core services of CeRBE. Furthermore, different criteria for analysing our competitor's list in pricing and marketing strategies analysis were considered.

For the pricing analysis, only competitors within an 11 km radius were considered due to APPACDM Porto's limitation in serving areas that might overlap with other APPACDM locations. APPACDM Matosinhos was the closest peer to APPACDM, with an 11km radius. (*Appendix 8*)

There was a focus only on the pricing of TO, TF, and PS among competitors, as these are the most widely offered in-demand services. Consequently, individual prices for FT, PSM, and MT were not evaluated: FT has a low demand within CeRBE's clients (9%), and MT and PSM are offered almost exclusively to one CeRBE segment, schools. HT and HM activities were included under TO, as these services are delivered by TO professionals, as explained in *Section 3.2.2. Service Portfolio and Facility Infrastructure*.

For the marketing analysis, not only the competitors defined in the pricing analysis but also those in the *Lisboa* area were evaluated. A higher number of competitors allows us to have a more meaningful analysis, and the attractiveness of marketing initiatives can be applied in both geographies without considerable socioeconomic, cultural, or consumer behaviour differences.

3.3.1 Pricing Analysis

The pricing analysis in this section focuses exclusively on the fees charged to private clients because a comparative analysis of partnership pricing was not feasible due to the confidential nature of these agreements. Competitors' partnership prices are typically defined within private contracts and are not publicly disclosed. Twelve direct competitors were analysed, with target audiences varying between children, adolescents, adults, and the elderly, with IDD or non-IDD, as well as the type of service, price, and promotional price. (*Appendix 10*)

Concerning CeRBE's promotional prices, it currently offers three types of promotions for private clients: private clients who purchase a 4-session package in advance receive a 10% discount; private clients engaged in more than two types of therapy receive a 15% discount; and private clients participating in an APPACDM social program are eligible for a 15% discount.

These promotions were applied to CeRBE's base price of €35 for private clients, resulting in two different prices: €31.50 after a 10% discount and €29.80 after a 15% discount. An average of these two prices was calculated for each CeRBE service type.

For the other competitors, *Oficina da Fala*, *Prisma Center*, *Instituto Neurodesenvolvimento*, and *Clinica Central de Gaia*, promotional prices were offered for pre-purchased session packs. At *Instituto Neurodesenvolvimento*, four different pack options were available, with individual session prices of €40 for 4 and 8-session packs, €35 for a 10-session pack, and €30 for a 25-session pack. An average price was calculated based on these options. For the other competitors, using the same reasoning, the session packs included 4-sessions at *Oficina da Fala*, 8-sessions at *Prisma Center*, and 4-sessions at *Clinica Central Gaia*.

The maximum and minimum prices in TO, TF, and PS are €60 and €35, €60 and €20, €60 and €35 respectively price (*Appendix 10*). The same occurs in promotions. However, because promotion packs among competitors lower the price by more than 20 euros compared to the individual price session, the average price and promotions differ (*Appendix 9*). The industry exhibits price volatility. Its strong focus on client retention and loyalty is highlighted by the popularity of pre-purchased session packs among competitors.

CeRBE's prices and promotions are below the average price per type of service (*Appendix 10*), and it practices promotion prices like competitors. However, its prices are positioned like those of competitors such as *Oficina da Fala* and *Instituto NeuroDesenvolvimento*, which are working on brand awareness and marketing strategies, as seen in the following analysis.

3.3.2 Marketing Analysis

A marketing analysis was conducted to provide essential data for creating more informed strategies that align with the competitors' positioning. The direct competitors of the price analysis were maintained, excluding only the ones that did not have an official site. For this analysis, four more competitors in *Lisboa* were added, in line with the competitors already analysed not considering IPSS's competitors, resulting in fourteen entities, including CeRBE. Direct competitors in *Lisboa*, who already have a robust presence in the market with clinics in different locations, meaning a more substantial competitive presence in the industry, were prioritised. By analysing the competitors, the following elements were consistently present across all competitive strategies: target audience, geography, brand image, partnerships, social impact, service promotion, service diversity and accessibility (*Appendix 11*). The most popular practices across clinics include emphasising quality care, family engagement, personalised or inclusive healthcare, collaborating with health insurance providers, and emphasising social impact through awareness training and parental support programs. These are widespread practice services, with some already trying to differentiate themselves by having online and at-home services.

The competitors from *Lisboa* prioritise partnerships with Schools, Companies and Universities. It is a competitive industry where the dependence on private clients leads to an uncertain profit. They stand also for their strategic promotion, with a comprehensive range of promotional content like articles, news, and training for various audiences. This level of engagement can position the clinic as an authority and resource in healthcare. Besides that, regarding social impact, it can be seen that CeRBE has a competitive advantage over competitors with a specialised commitment to empowering individuals as its core business. CeRBE positions itself as a highly inclusive, socially impactful centre focusing on specialised services for people with

IDD and a commitment to accessibility. However, its lack of strategic promotion limits its visibility to new clients unfamiliar with the centre.

3.3.3 Market Trends

The healthcare and the clinical health services industry trends were considered to equip CeRBE with the insights needed to adapt, compete, and thrive in a dynamic market. The emerging trends in those industries reflect that healthcare is becoming more technology-driven and socially responsible. One of the most significant trends in the healthcare sector is digitalisation, which represents not only technology adoption, from electronic health records to digital tools and telemedicine, but also patient empowerment and management (Akindote et al. 2024), active patient participation recurring to more interactive platforms (patient portals, mobile apps) and supporting personalised care plans, facilitating better communication (Adeghe, Okolo, and Ojeyinka 2024). In this industry, the need for accessible interventions in mental health is increasing globally (Schäfer et al., 2023). There is a growing focus on preventive physiotherapy, aiming to address potential health issues before they develop into more serious conditions (Gymna, 2024). Additionally, society's increasing recognition of the Environmental, Social, and Governance (ESG) model's importance will probably have implications for both global investment and social impact (Dmuchowski et al., 2023). In the clinical health industry, the shift towards patient management training (Yu-Lefler et al. 2023) emphasises the need for equipping patients and families with the knowledge and tools to manage their health proactively, something that CeRBE already is proficient on – as explained in *Section 2.1.3*.

Impact Diagnostic: Impact on Stakeholders.

3.3.4 SWOT Analysis

APPACDM differentiates itself strongly through its inclusive and socially impactful services. Its limited marketing offer restricts its growth potential and visibility. From a long-term

perspective, intense industry competition and price volatility can threaten CeRBE. The lack of a marketing strategy makes it challenging to attract new clients, and the lack of financial margins limits the investment in digital tools, delaying the ability to meet consumer expectations. Besides that, the increasing global trend for accessible mental health and preventive physiotherapy services, the telemedicine trend, and its strong image as a socially impactful institution can be an opportunity to thrive. (*Appendix 12*).

3.7. Implementation plan

The implementation plan considers the growth rate of each of the two segments, as it must be considered when determining the initial steps. The market growth rate for the IDD and non-IDD segments is roughly 6%. However, the IDD segment seems saturated, while the non-IDD segment still has at least half of the market to serve (in the APPACDM region). As such, CeRBE holds 3% of the current IDD market size and will reach the 3% of the non-IDD 10 years from now (*section 3.4.3 Operational Process: Maximising Space Utilization - Coexistence of IDD and New Segment*). By applying the BCG matrix to this scenario – with the IDD segment representing "Cash Cow" and the non-IDD representing the "Question Mark" – it is essential to consider that while the IDD segment can retain and expand in its niche market with partnerships, it must ensure that costs do not exceed revenues. On the other hand, while having an uncertain future, it has growth potential in the non-IDD segment, and brand recognition will be essential to its success.

In this way, the implementation plan leverages the Ansoff matrix to outline a comprehensive three-year strategy for CeRBE. *Year 1* focus on market penetration and product development: attracting more clients in the existing IDD segment through new pricing and promotions (rebrand CeRBE and implement social media initiatives); developing cross-selling products to schools of parent-teacher coaching to enhance client retention and reach at least 10 companies

with the presentation package. *Year 2* emphasise market development and product development: expanding the parent-teacher coaching program to more school partnerships by collecting client testimonials; aiming for 10% attraction rate from company outreach; launching promotional brand for the non-IDD segment online. *Year 3* focus on market development and continued optimisation: serving clients in the non-IDD segment; establishing partnerships with nursing homes; retaining 20% of company outreach leads; publishing educational content and workshop info on the website. This multi-pronged strategy diversifies CeRBE's client base, enhances retention, and positions the organisation for long-term sustainability (*Section 3.6.3. Financial Projections and Sustainability Financial Analysis*). Periodic reviews of workforce capacity (with *Clockify* application) and client numbers will track the implementation's progress.

4. "O Cantinho"

4.1. Introduction

Cantinho plays a multifaced role within the organization: it serves as a platform where the people supported by APPACDM engage in the production of handcrafted goods, and it acts as a key revenue generator for the association. Additionally, through its visible presence and commercial activities, it effectively promotes APPACDM's mission and raises public consciousness about the capabilities and contributions of people with disabilities. This analysis will evaluate Cantinho's internal strengths and weaknesses by looking at its human and physical resources, operational efficiency, financial management and organizational structure. It aims to identify Cantinho's best characteristics as well as the potential areas for improvement that can enhance the store's operational and financial sustainability.

This comprehensive study begins with a detailed situation analysis of Cantinho's current operations, examining its services, products, organizational structure, and financial performance. It then expands into a thorough market environment analysis, investigating potential client segments and competitive landscape to understand Cantinho's position in the market. Following this foundation, two strategic pathways are explored in depth: a strategic development plan for sustainable growth and a market expansion opportunity focusing on Porto's tourism sector. The analysis employs various analytical tools and frameworks to evaluate these opportunities, including detailed financial projections, operational feasibility assessments, and implementation planning. All of this will help to provide actionable insights and recommendations for Cantinho's future development while ensuring alignment with its social mission and operational capabilities.

4.2. Situation Analysis

Cantinho was founded out of APPACDM's desire to provide more meaningful and purposeful activities for their clients. Initially, they spent their days engaging in activities like drawing and other passive forms of recreation. These pastimes, while therapeutic, did not offer a tangible sense of contribution or purpose. Aware of this, the organization sought to create a space where the clients could apply their skills and use their time in a way that benefited both themselves and the wider community.

Thus, Cantinho was born – a store where individuals could craft handmade goods that would be sold to the public. This not only allowed the clients to feel productive and gain vocational skills and a sense of purpose but also gave them an avenue to actively contribute to the society. Additionally, Cantinho became a valuable revenue source for APPACDM, helping to sustain its mission.

4.2.1 Services and Products

A fundamental principle that guides Cantinho's operations is its commitment to producing high-quality, functional products that stand on their own merit in the marketplace. The organization deliberately moves away from charity-based purchasing, where items are bought primarily out of sympathy. Instead, Cantinho emphasizes craftsmanship and quality, ensuring that each product meets rigorous standards in both design and execution.

Cantinho's product range is diverse, encompassing items from decorative perfuming plaster to practical accessories like magnets and keychains, to even dreamcatchers and bases for candles.

Over time, Cantinho has successfully expanded its operations through strategic partnerships with various companies. This has emerged from a growing corporate interest in social responsibility and community engagement. While the association takes initiative in approaching businesses to propose collaboration opportunities, some companies also proactively reach out to APPACDM.

These partnerships have manifested in various successful projects, with two particularly notable endeavours: the installation of Christmas trees and the creation of Christmas decorations for the companies, and the production of "Fradinho da Mão Furada" (from now on, referred to as "Fradinho") a distinctive handcrafted doll commissioned by a hotel as guest gifts. Beyond these flagship projects, the association maintains diverse collaborations throughout the year.

Companies also reach out to the association to organize workshops at the association's facilities. These activities can go from workshops with the participation of the clients of the association to the simple act of painting and drawing shapes and forms in the walls of the NGO.

All these initiatives mentioned above create win-win situations for all parties involved: the association benefits from substantial remuneration that supports its operations, and a more stable revenue compared to retail sales. Clients gain exposure to more professional environments and social inclusion opportunities. And finally, the companies receive quality

services at competitive rates while fulfilling their social responsibility goals and enhancing their community impact.

4.2.2 Organizational Structure and Current Operations

At this moment, Cantinho counts with the help of 40 full-time collaborators, whose job is basically to support and guide the clients through their daily activities. These staff members serve as both mentors and facilitators, working closely with the clients across the workshops to ensure a successful production of the goods, as well as make sure the clients have all the support required for their day-to-day needs. They actively engage in teaching specific crafting techniques, maintaining quality standards, and creating a supportive environment where clients feel safe, happy, and fulfilled. It is also important to have in consideration that for each workshop, there is only one supervisor and three collaborators, who must perform all the chores mentioned above.

The ASUs accommodate clients with lower degrees of disability, who, while still receiving supervision, can work more independently often taking on responsibilities such as following multi-step production processes. And so, these clients are easily integrated into the society, and many of them already work for companies by delivering small but useful services, and they even are monetarily compensated.

The CACIs serve clients with more profound disabilities, who require more intensive support and care during the production process. The organization's workshop structure consists of two ASUs spaces, four CACIs workshops, and one hybrid workshop. Cantinho's production activities are specifically integrated with all four CACIs workshops and the hybrid one.

To ensure consistency across all items produced, each workshop is equipped with visual guidelines, including photographs that demonstrate how each piece should be crafted, as well as how every material should be used and treated. These visual aids, combined with the

collaborators' guidance, help clients understand and follow the required specifications for each product. Many of the collaborators have no experience or background in art or plastic arts, but the association always tries to take advantage from some of their skills, as exemplified by one unit led by a skilled tailor, who brings professional knowledge to textile and fabric-based projects. Sometimes, the association also counts with the help of some family members of the clients, who come to the workshops to explain some techniques that they might know. Additionally, the quality assurance process is overseen by Verónica Meireles, a sculpture graduate, who oversees the productions of Cantinho, and evaluates every item and prototype.

Focusing more on their corporate Christmas decoration service, a significant portion of Cantinho's revenue, it presents unique production planning challenges. The demand for these seasonal items is substantial - for instance, by October 2024, the association had already received orders for seven corporate Christmas trees. These orders often include specific customization requests, with companies typically asking for ornaments to be decorated in their corporate colours to maintain brand consistency in their holiday displays. The prices for this type of service are very dependent on the type of tree and ornaments each company wants, and so, every decoration can range from €100 to €450 (not counting with the cost of the tree).

To meet these specialized demands while maintaining their commitment to quality and client well-being, Cantinho implements a year-round production strategy. Production of basic ornament forms begins as early as January, allowing for a methodical and unhurried approach. These base pieces are then customized later in the year according to specific company requests, such as the colour schemes of the companies.

However, Cantinho's production capacity must be carefully balanced with its primary mission as a support centre for people with disabilities. Unlike a traditional factory, the workshops operate within a broader program of activities designed for clients' well-being and development.

Clients participate in various outdoor activities and other developmental programs throughout the day, meaning production time must be thoughtfully integrated into their overall schedule.

The Fradinho represents another cornerstone of Cantinho's revenue streams, originating from an innovative collaboration with a hotel chain – “Le Monumental Palace”. The project began when the hotel approached the association seeking a meaningful item to gift their guests. Cantinho responded by creating the Fradinho doll, a choice that resonates with cultural significance while showcasing their crafting capabilities.

The production of each Fradinho involves a complex, multi-step process that spans across various workshops. This project catalysed a significant improvement in Cantinho's production methodology - the intricate nature of the doll's creation led to the implementation of the detailed step-by-step documentation system now used across all workshops. Every element - from crafting the hands, to creating the distinctive scarf and the strands of the hair, among other components - is produced individually in a carefully organized production line. Once all individual pieces are completed to specification, they are methodically pieced together to create the final doll.

The success of this collaboration is evident in the numbers: the hotel chain ordered approximately 7,000 Fradinhos in the previous year, followed by a substantial order of 5,000 units this year. The continued demand and the hotel's intention to maintain this partnership in future years demonstrates the project's success in meeting both parties' objectives. This collaboration is even more sustained as they prepare to open a new hotel in Braga, they have already committed to incorporating Cantinho's Fradinhos into this new establishment.

The organization resource management contains an innovative approach to materials sourcing. While they purchase some supplies from art stores, Cantinho prioritizes sustainability by implementing an effective recycling system, where materials from previous projects are

creatively repurposed into new products. This resourceful approach is complemented by community support, such as donations from a neighbouring decoration company that provides fabric samples and other materials.

Cantinho's retail strategy for reaching to the general public operates without traditional sales channels, as they have neither a physical store nor a strong online presence, that can be used as an additional channel to sell and promote more of this social store. Instead, they have adopted an event-based sales approach, strategically participating in various gatherings and venues where they can simultaneously promote their cause and showcase their products.

The association carefully selects opportunities to participate in events where they are invited or identifies venues that align with their values and target audience. This creates direct interaction opportunities with potential customers, allows them to share their social mission first-hand, and demonstrates the quality of their handcrafted products in person. While this approach provides flexibility and reduces fixed costs associated with maintaining a permanent retail space, it also means their retail sales are largely dependent on event schedules and opportunities for public engagement.

Cantinho also counts with a mobile retail asset, a trailer. This acquisition represents a strategic investment made through the Participatory Budget of the *Union of Parishes of Aldoar, Foz do Douro, and Nevogilde*. This asset was valued at €15,000 in 2019. It was customized in 2021 and officially inaugurated in November of the same year, marking a significant expansion in the organization's mobile sales capabilities, or so they thought.

However, this solution has presented several operational challenges that impact its viability. In terms of commercial activity, specific sales records through the trailer are scarce, with only one documented outing in 2023 for an event at a private venue. The main reason for this is due to bureaucratic hurdles - ongoing lack of communication between the Porto's City Hall and the

Parish Council have prevented the acquisition of necessary permits for city-wide mobility. As a result, the trailer's use is restricted to private events only. Even then, its substantial size often proves problematic, limiting access to many potential venues, like malls. Furthermore, the revenue generated with the asset in one day barely offsets operational costs, particularly fuel expenses. Given these constraints, the association has found that a simpler approach - using portable tables and chairs for pop-up sales - is more cost-effective and flexible for promoting Cantinho's brand and products. This realization has led the association to consider selling the trailer altogether, as the current mobile retail strategy requires reassessment to ensure greater operational efficiency and profitability. Considering the trailer's nearly new condition and minimal use, it is estimated to maintain a significant market value of approximately €13,000, and so the association could still benefit a lot from this sale.

As part of their ongoing efforts to enhance visibility and expand their market reach, both for Cantinho and APPACDM, the association has thought about a promising new promotional avenue. The preliminary and still vague idea involve entering the tourism market through the development and sale of souvenirs in dedicated souvenir stores.

4.2.3 Financial Performance

The financial performance analysis of Cantinho presents several methodological challenges due to historical accounting practices and data limitations. Prior to the current year, the revenue from business partnerships and collaborations was incorrectly categorized under the Donations segment rather than being properly recorded as Sales and Services in the Profit and Loss statements. While the association has provided donation figures, their accuracy cannot be fully verified due to this categorization overlap.

Furthermore, the cost accounting structure presents additional complexity, as material costs for Cantinho were not segregated from those of the CACIs (other operational units), making it

impossible to determine precise cost allocations. To address this limitation, a methodological decision was made to attribute 50% of the total materials cost to Cantinho's operations. These accounting practices and data limitations have several significant implications for the financial.

The year 2023 marked a significant period for Cantinho's sales activities. The organization demonstrated strong performance in both corporate partnerships and community sales, achieving total sales of €20,542. A notable partnership was established with the Fradinhos, resulting in sales of €15,000. This collaboration exemplifies Cantinho's ability to secure high-value corporate relationships. The Christmas season proved to be particularly successful, with the Christmas Tree initiative generating €2,640 through partnerships with multiple organizations including Sport Zone (€1,300), Trust (€690), União Freguesias do Porto (€350), and FMAM (€300). Community engagement remained robust throughout 2023. Additional revenue streams included specialized product sales, such as the production of 300 mini nativity scenes for Águas Douro e Paiva (€840) and various artisanal pieces for corporate clients like Americold (€168).

Moving into 2024, the organization has maintained strong sales momentum. Through October, community sales have reached €6,922. The organization has also integrated team building activities into its service offering, with one notable event conducted in January 2024.

Cost management has been effectively maintained throughout the reporting period. In 2023, material costs totalled €1,955 representing approximately 9.5% of total sales revenue. This demonstrates efficient resource utilization and strong gross margins. Additional operational costs included minimal personnel expenses (€35) and external supplies and services (€6,052). The cost efficiency has further improved in 2024, with material expenses through October totalling €1,043.

The 2023 financial year concluded with an EBITDA of €26,125. The operating margin of 127.1% indicates great operational efficiency, while the gross margin of 90.5% reflects effective cost control. Comparing 2024 (through October) with 2023 reveals positive trends in both sales and operational efficiency. Monthly average community sales have increased by 7.5%, rising from €644 in 2023 to €692 in 2024. Simultaneously, the organization has achieved a 36% improvement in cost efficiency, as reflected in the reduced monthly material costs. Cantinho has demonstrated strong sales diversity across corporate and community channels, and it could consider increasing the frequency of team building activities, given their favourable revenue potential and minimal resource requirements.

4.3 Analysis of the market environment

4.3.1 Potential Client Segments

As mentioned before, Cantinho is focused on companies either with corporate buying (ornaments, for example) or team-building activities. Furthermore, during the interview with the President, Teresa Guimarães, it was clear the desire to expand to tourists in *Porto*. Having that in mind, our target segments are:

1. Corporate buying with a component of CSR
2. Philanthropic Team Building
3. Travel Souvenirs

As the corporate market plays a major role in Cantinho's revenues, it should be taken firstly into consideration how CSR is evolving. Companies make a clear effort to enhance society (economic and social aspects) and the environment, rather than degrade it. By 2021, Harvard Business School study showed that 90% of executives believe a strong sense of community within the organisation drives employee satisfaction (Stobierski 2021). However, only 46% operated, at the time, with CSR initiatives. These insights also showed a correlation between

purpose and profit, with 58% of companies with purpose having experienced 10% more growth during 2019-2022. When looking at employee attraction and retention, 70% say they wouldn't work for a company that does not have CSR (Overvest s.d.). Lastly, regarding customer intentions, 25% cite a "zero tolerance" policy towards companies with questionable practices. Hence, companies will most probably engage more in initiatives that involve CSR, and by partnering with Cantinho, companies can already portray this image.

Corporate Buying

Buyers are companies that are, not only CSR-oriented but appreciate handmade and unique designs, with seasonal and events-based purchases.

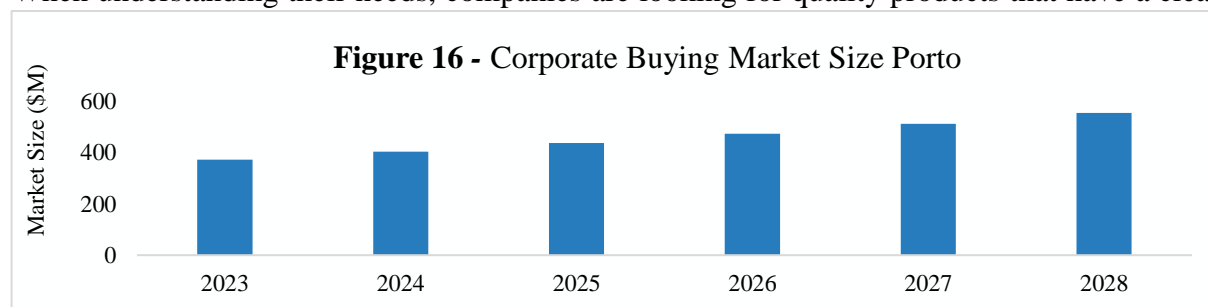
In the world of corporate gifting, there is a psychological aspect behind it, with the creation of a sense of connection and positive associations between the recipient and the organization. Looking at 3 different types of recipients (prospects; clients; and employees), gifting a not-yet customer can increase the probability of turning them into a client, with 80% of consumers saying they are more likely to do business if they are offered a personalized experience. Then, creating an emotional connection between the brand and the client leads to a 360% higher lifetime value, according to a study on retail, which can be made via corporate gifting. Moreover, gifting employees is essential, with 57% saying that receiving direct mail gifts makes them feel more valued. Thus, there is a trend towards the importance of corporate gifting, especially in areas where strengthening relationships is a major point. On top of that, gifting with an ethical concern is a growing movement, especially among younger generations.

Looking at the market size for Corporate Gifting globally, published by *The Business- Research Company*, by 2023, the market represented \$765.4B and, with a CAGR of 8.3%, it will achieve \$1,157.01B in 2028 (Report 2024). Considering Portugal represented 0.3% of Global GDP and assuming it will represent the same of this market, the country accounted for \$2.3B and, ceteris

paribus, it will achieve \$3.4B by 2028, with a CAGR of 8.3%. Now shifting to *Porto* and taking into consideration it represented 16.2% of national GDP in 2022 (Invest Porto 2024), assuming it represented the same for the corporate gifting market, the city had in 2023 a market of \$0.37B and, ceteris paribus, it will achieve \$0.55B by 2028, with the forecasted CAGR.

By 2021, there were 47 307 companies in *Porto*, with a 5% growth from 2020 and 11.9% growth from 2018 (Pinto 2024). However, considering the intention of serving only Western *Porto*, Cantinho would then focus on small and medium enterprises in the region. Target companies are those that care about their employees' satisfaction and have a CSR mindset.

When understanding their needs, companies are looking for quality products that have a clear



social impact message, providing a full narrative and branding behind the purchase's impact. Additionally, are the needs for customisation and the efficient connection with the supplier for clear timelines. Lastly, to make a greater impact, companies look for inclusive gifts.

When looking at the pain points companies face, the rise of “cause washing” in the corporate world, where the impact is overstated, is making companies seek transparency and authenticity in their CSR activities. Also, NGOs may lack resources for consistent quality control and fast customization options, possibly creating a hesitation for those who need a reliable supplier. Furthermore, complex procurement processes due to supplier's limited administrative capabilities can slow down the process, and delays in delivery can disrupt timelines. Lastly, budget constraints due to higher costs usually being associated with impact-driven products.

Philanthropic Team Building

Team activities within a company are the ongoing activities and interactions to organise employees into a cohesive and cooperative group (Indeed for Employers 2024). Overall, it is proved that it boosts performance, with 50% of positive changes in communication within the workplace due to outside-of-work social interactions (Smith 2024). Currently, according to a study published by *Global Growth Insights*, there is an increasing recognition of its role in productivity, showing in some cases that it increased productivity by 20-25%.

Looking at the market size, team-building services represented globally \$3,894M, in 2023, with a projection to increase with a CAGR of 21.74% until 2034 (Team Building Service Market Size 2024). Considering the Portuguese share of global GDP, in 2023, it represented 0.3% and assuming this percentage to account for the Portuguese market, the market size is \$11.68M in 2023 and, *ceteris paribus*, it will achieve \$83.55M in 2034, with a CAGR of 21.74%. Focusing on *Porto*, and taking into consideration it represented, in 2022, 16.2% of national GDP, *Porto* had a market of \$1.89M in 2023 and it will achieve, *ceteris paribus*, \$13.53M in 2034.

Regarding market drivers, there is a growing emphasis on employee well-being and corporate culture, especially in Europe. On the other hand, market constraints are associated with the costs (struggle to allocate budget) and the difficulty in measuring impact.

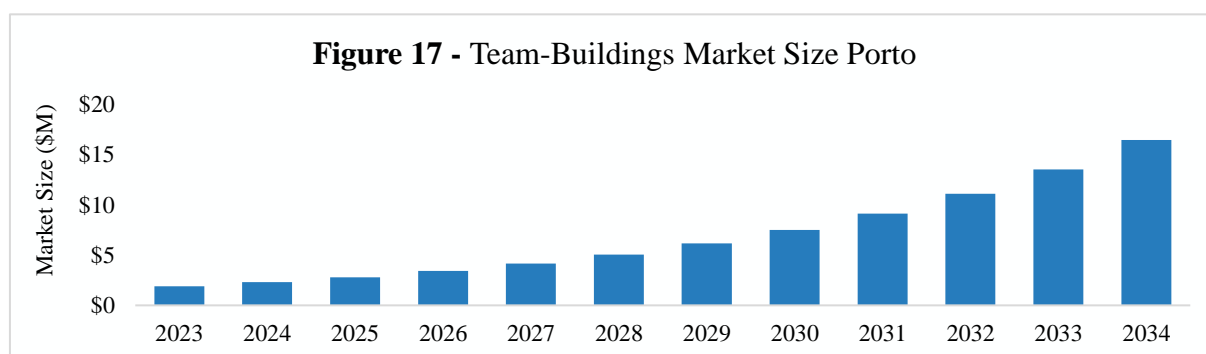
Looking for a niche segment, philanthropic team building, refers to the set of activities that not only foster meaningful connections between employees but also give back to the community. Studies show that 93% of employees who volunteer through their company report being happy with their employees, and 54% of those who are proud of their company's charitable contributions are engaged at work (Outback Team Building & Training 2023).

Hence, companies that look at a philanthropic side aim to strengthen employee relationships while fostering a sense of purpose. Considering APPACDM's desires, the primary focus should

be companies in Western *Porto*. However, for this specific activity, there is the possibility to cater for companies that are in multiple regions, if other APPACDMs can fulfil their needs.

Regarding the companies' needs, they look for unique experiences that boost interpersonal relations outside of the work environment, while also being able to create a social impact. An important need is the measurability of the outcome. Lastly, is the flexibility to create an activity that caters for the specific needs of the group.

Following their needs, some pain points need to be highlighted are the authenticity, not only to assess the impact, but also to provide a meaningful experience to employees; the quality assurance so that the activity is professionally planned and organized. When having a larger team, one pain point is the logistical aspect of it and, lastly, the budget justification due to the difficulty in proving the return on investment that the activity brings.



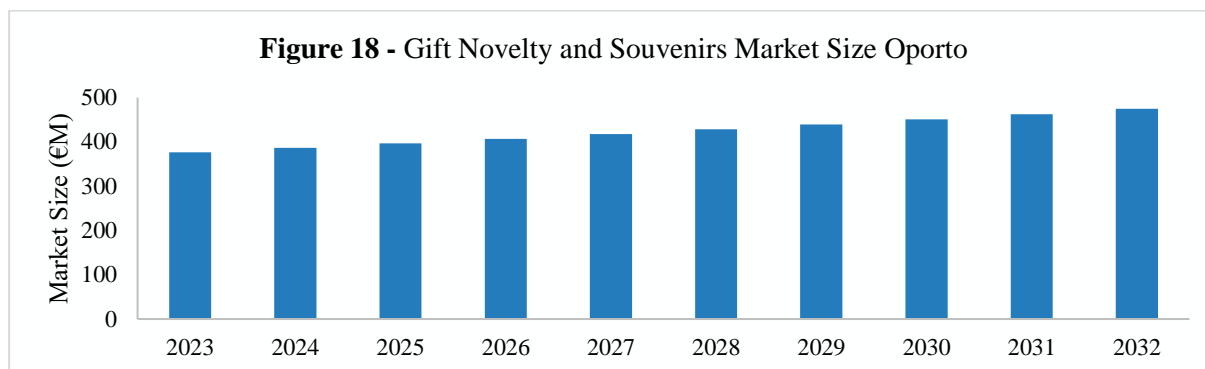
Travel souvenirs

The tourism segment is growing in Portugal, especially in major cities, such as *Porto* and *Lisboa*. Its visitors seek a unique and cultural piece that will tell a story about their journey.

When visiting the city, tourists want to bring back a tangible memory to connect to the destination, a souvenir. Going back centuries, souvenirs date back to Ancient Egypt with, for example, Prince Harkhuf, who travelled to Sudan around 2200 B.C., and brought back leopard skins, ivory, and incense to present to the pharaoh (Elliott 2019).

In 2023, *Porto* identified 2.8 million guests, showing an increase of 21.3% from 2022 (Porto. 2023). Up to July of 2023, €344M were accumulated through transactions with foreign cards (although it is important to note that international citizens account for 6.3% of *Porto*'s population), showing a historic peak with an increase of 36% when looking at 2022. Only in July'23, the consumption with foreign cards amounted to €73M, expressing the contribution of tourism to the development of the city. It is also important to note that by 2022, 88.26% of visitors were international while 11.74% were domestic and so, they do not represent the total financial effect that tourism has in the city. Regarding the places to buy, people go to souvenir shops, especially those in more tourist areas such as *Ribeira*.

According to a study published by *Business Insights Research*, in 2023, the market size for gifts novelty and souvenirs globally was \$100.32 billion, and it is projected to achieve \$126.61 billion by 2032, with a CAGR of 2.6% during this period. This is a market that offers souvenir items, seasonal decorations, novelty items, greeting cards and others. Assuming this and considering the list that *World Tourism Organization* made with the 59 countries most popular to travel to, Portugal ranks 16th with receipts amounting to \$13.82B. Portugal then represents 2.44% of travel receipts and adjusting that with the market size for gifts novelty and souvenirs globally and assuming the dollar/conversion by the end of 2023, Portugal had a market of €2.32B in 2022. Then, focusing on *Porto*, since it represented 16.2% in 2022 of national GDP, and assuming it represents the same for the sale of gifts novelty and souvenirs, *Porto* had a market size in 2022 of €376.61M, and assuming the CAGR of 2.6% until 2032, it is expected to achieve, in 2032, €474.84M in. Hence, it is clear that this is a growing market, and titles such as World's Leading City Destination by World Travel Awards, in 2022 (Cunningham 2024) foster the motives to visit *Porto*.



When looking at tourists who seek these souvenirs, they need a high-quality product that reflects the local culture and focuses on the storytelling. However, some pain points they face are limited awareness, due to souvenir stores being towards a commercial focus, finding local artisans is harder and pricing concerns to be able to balance the desire and the budget.

4.3.2. Cantinho's Main Competitors

To understand Cantinho's main competitors, the 3 different segments should be divided.

Corporate buying can be made via hundreds of companies, either online or offline, however, corporate buying associated with CSR reduces the number of suppliers to associations, NGOs or companies that focus on a product with a story. When looking at other APPACDM's, APPACDM Matosinhos sold only one-time ornaments for a Christmas tree and does not have it as a stream of income; APPACDM Aveiro focuses on larger quantities of handmade products such as wedding favours; lastly, APPACDM Fundão, APPACDM Lisboa and APPACDM Évora have the same focus. While APPACDM Fundão and APPACDM Évora sell a variety of products in their facilities such as key holders, book markers and seasonal decoration, APPACDM Lisboa sells, via online and offline, a variety of products made with felt or rag, with the help of their clients, and prices range from 3,5€ to 30€ (APPACDM Lisboa s.d.).

Philanthropic team building is a specialized segment of team-building activities that with fewer companies offering focuses on engagement with NGOs, associations, or environmentally related initiatives. In *Porto's* centre, various activities are offered, categorized by their specified

focus. For those interested in renovations, *Just a Change* facilitates home renovation programs for individuals in dire need and values go around 100€ per person. If looking for initiatives centred on organization or logistics, *Cruz Vermelha Portuguesa* aims for humanitarian support, while *Banco Alimentar Contra a Fome* organises activities to sort and distribute food. Focusing on the last, they provide a set of activities during the morning or afternoon, where after understanding the history and context of the association, they help the centre depending on the activities needed, however, there is not a direct payment, with the NGO just asks for a donation. *Centro de Apoio aos Sem Abrigo (CASA)* also contributes through activities connected to supply management and street support. In this segment, other APPACDM appears as peers, with APPACDM Porto possibly connecting with them when companies have multiple offices and reach out to cater for the multiple regions, such as APPACDM Évora and APPACDM Fundão that offer these activities.

Since many companies do not have the time or resources to search every team building offer, they go through an agency that does that work for them. Companies like *Briefar* provide companies with a summary of what are their options for CSR team-building activities.

Lastly, souvenirs stores are all around the city, in souvenir shops, which showed to be 141 in 2023. However, APPACDM Porto aims to focus on the handmade and locally sourced souvenirs market, and these are souvenirs sold in specific stores, such as *Porto Passion; Porto Gifts & Gifts; Portugalidades; Prometeu Artesanto; Fernandes, Mattos & Ca.;* and *Bijusol (Appendix 22)*.

4.3.3. SWOT Analysis

The analysis of Cantinho reveals key business insights (*Appendix 23*). Its strengths lie in robust corporate partnerships, evidenced through repeated engagements, particularly in Christmas decorations and Fradinho, alongside a structured workshop system.

However, significant weaknesses emerge in their operational framework. Limited retail distribution capabilities, due to challenges such as their trailer usage, and resource management challenges, as the organization must balance production demands while maintaining a supportive environment for clients. Lastly, the technical complexity of certain products, requires substantial staff intervention, sometimes limiting client participation in production.

Opportunities exist in market expansion through philanthropic team building, offering a regular revenue stream and cross-selling potential with corporate buyers. The tourism market presents growth possibilities for non-seasonal revenue and increased brand awareness.

Primary threats include growing market saturation in corporate spaces, along with increasing concerns about "cause washing," which might deter corporate spending on social impact.

5. Conclusions and Recommendations

5.1. Additional Risks, Constraints, and Strategic Reflections

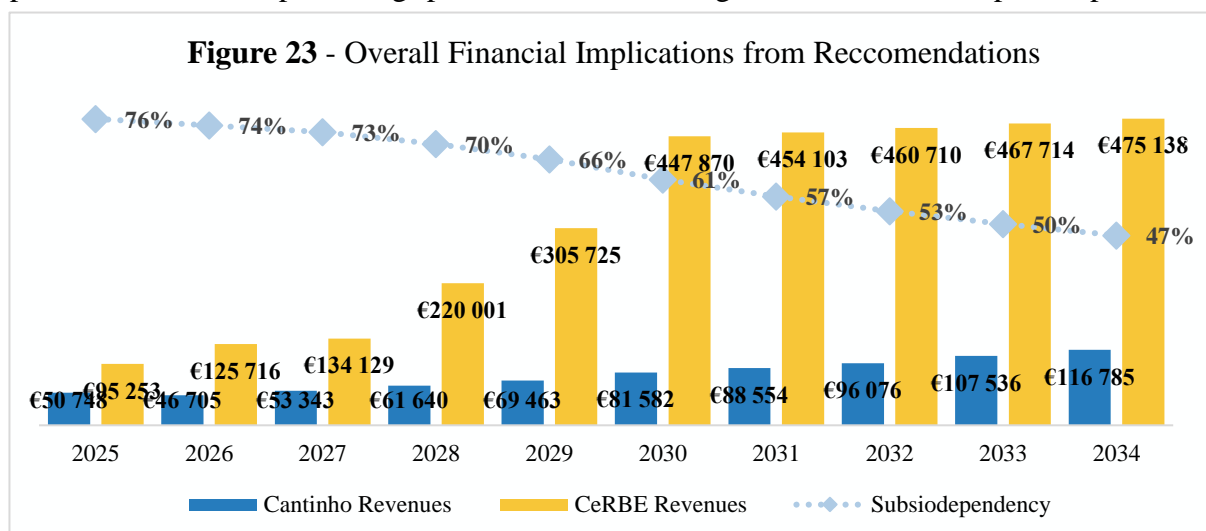
Although not specifically accounted in the financial projections, significant aspects and potential risks were pointed throughout the analysis and should be carefully taken into account.

Due to the existence of other APPACDM branches, APPACDM Porto's operational region is relatively restricted. Although this restriction to the Porto region is essential for preserving cordial ties within the APPACDM network, it naturally limits the IDD sector's ability to expand into new markets. Furthermore, the accuracy of revenue attribution has been compromised by past accounting procedures, especially for Cantinho, where a percentage of revenues were mistakenly recorded as contributions rather than operating income. The institution also faces ongoing difficulties in accurately quantifying costs and values associated with Cantinho's operations, which introduced some uncertainty into the analysis and on future financial planning.

5.2 Overall Recommendations

The overall implementation plan for CeRBE and Cantinho within APPACDM is designed to have a significant financial impact on the organisation. The recommendations encompass various strategies to optimise operations, expand into new market segments, and strengthen branding and partnerships. For CeRBE, it will be rebranded as "Centro Cuidar" to resolve branding challenges and improve accessibility and visibility. Critically, CeRBE will expand beyond the IDD segment and leverage its capacity in psychological services and physiotherapy to serve the non-IDD segment. The organisation will also deepen its partnerships with schools and offer complementary services to have more client loyalty. Besides implementing the new market expansion (non-IDD segment) and the marketing initiatives to reach clients, it is important to monitor *Clockify* the workforce and the number of clients to see if the implemented strategies are effective in the growth of CeRBE's business. Furthermore, with the expansion into another segment, the problem of the turnover workforce can be optimised, and the room underutilisation can be mitigated with the possibility of a saturated market.

Cantinho, on the marketing front, will enhance its corporate relationships through structured initiatives that integrate corporate sales with team-building activities. It will implement cross-selling strategies and pricing incentives to maximise revenue from each corporate client. The plan also includes producing professional marketing materials, like impact reports and



promotional videos, while implementing educational programs to enhance staff management and reallocating resources (by selling the trailer), which are also important. For that, it is crucial to establish key performance indicators to track the success of marketing and business development. Looking long-term, Cantinho will develop a portfolio of scented plaster products targeted at the tourism market and establish partnerships with tourist-focused stores for product placement. Therefore, it can be concluded that these interconnected recommendations can contribute to the long-term sustainability of the institution, aiming for financial resilience through multiple revenue streams providing stability, enhanced capacity for reinvestment in social impact, and reduced reliance on external funding – a 29% reduction of the subsidy dependency ratio over the projected period.

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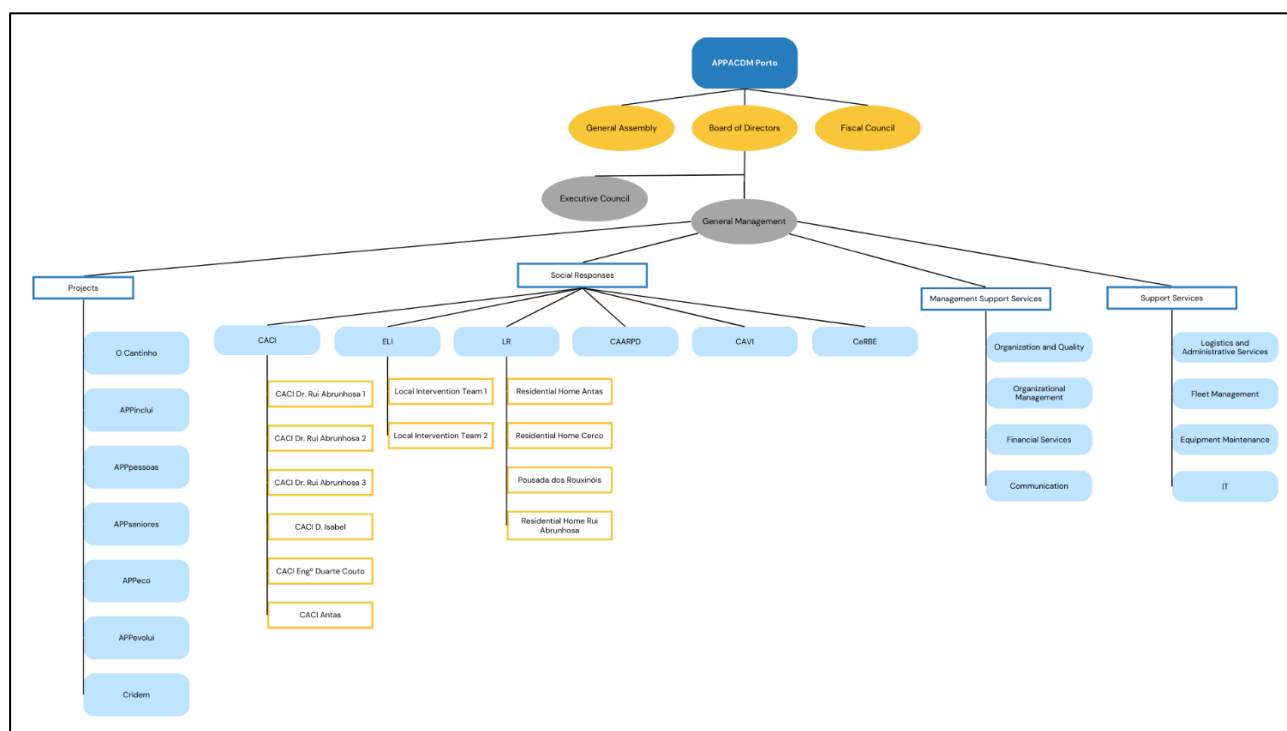
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7. Appendices

Appendix 1 – APPACDM Porto’s Organigram

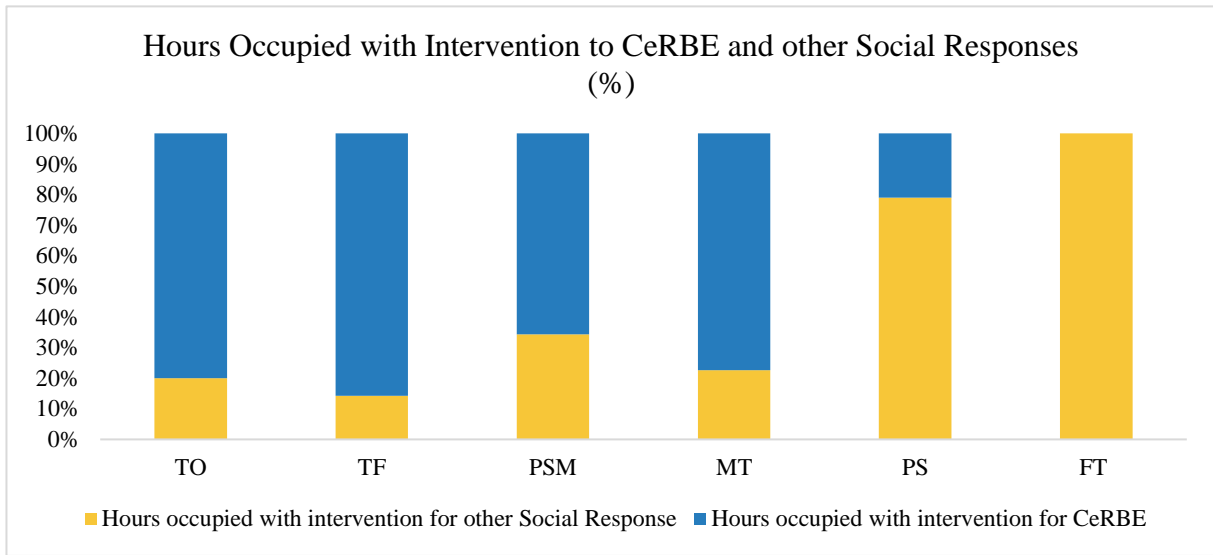


Legend: With 183 professionals, the organisation supports 862 individuals through a comprehensive network of services

Appendix 2 - APPACDM Porto’s P&L

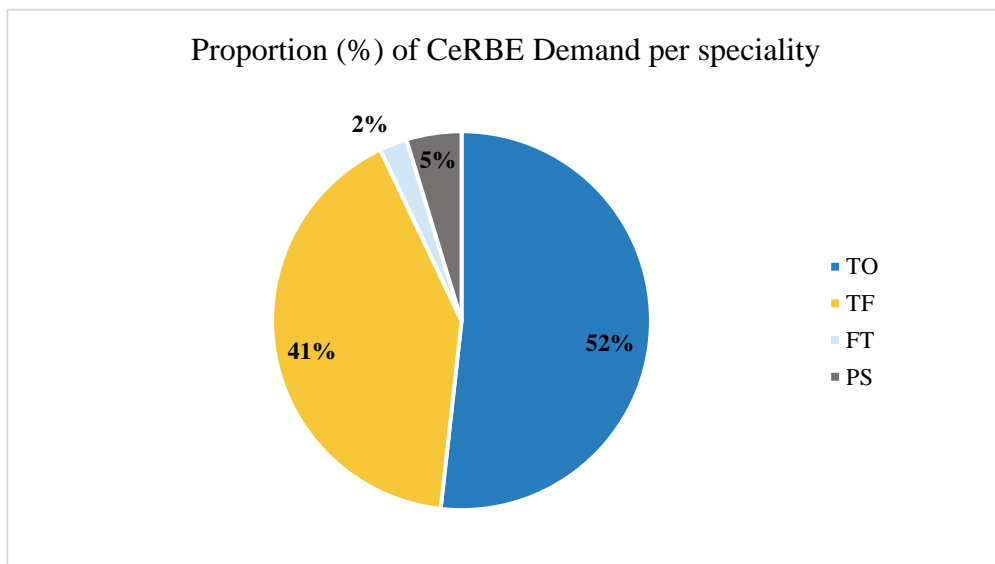
Profit and Loss Statement	31/12/2019	31/12/2020	31/12/2021	31/12/2022	31/12/2023
Sales and Services	534 234,51	497 131,16	537 235,75	661 985,81	766 287,86
Subsidies, Donations and Grants	2 235 648,59	2 373 195,04	2 484 075,21	2 648 929,95	3 000 259,77
Cost of Goods Sold and Materials Consumed	-30 791,92	-24 965,44	-25 545,17	-18 251,56	-21 359,09
External Supplies and Services	-524 774,26	-559 098,54	-555 283,76	-685 412,52	-726 664,94
Personnel Expenses	-2 225 294,17	-2 441 185,46	-2 570 064,30	-2 790 913,78	-2 979 137,00
Other Income and Gains	110 880,91	216 589,35	287 979,79	219 310,13	195 224,91
Other Expenses and Losses	-38 672,53	-71 422,25	-170 117,52	-66 468,52	-81 977,67
EBITDA	61 231,13	-9 756,14	-11 720,00	-30 820,49	152 633,84
Depreciation and Amortization Expenses/Reversals	-67 759,39	-62 055,11	-71 442,21	-61 326,13	-39 470,35
EBIT	-6 528,26	-71 811,25	-83 162,21	-92 146,62	113 163,49
Interest and Similar Income Received	196,20	10,22	0,00	0,00	0,00
Interest and Similar Expenses Paid	-1 350,68	-1 164,32	-1 040,24	-833,09	-1 419,97
Net Income	-7 682,74	-72 965,35	-84 202,45	-92 979,71	111 743,52

Appendix 3 - Hours Occupied with Intervention to CeRBE and Other Social Responses (%)



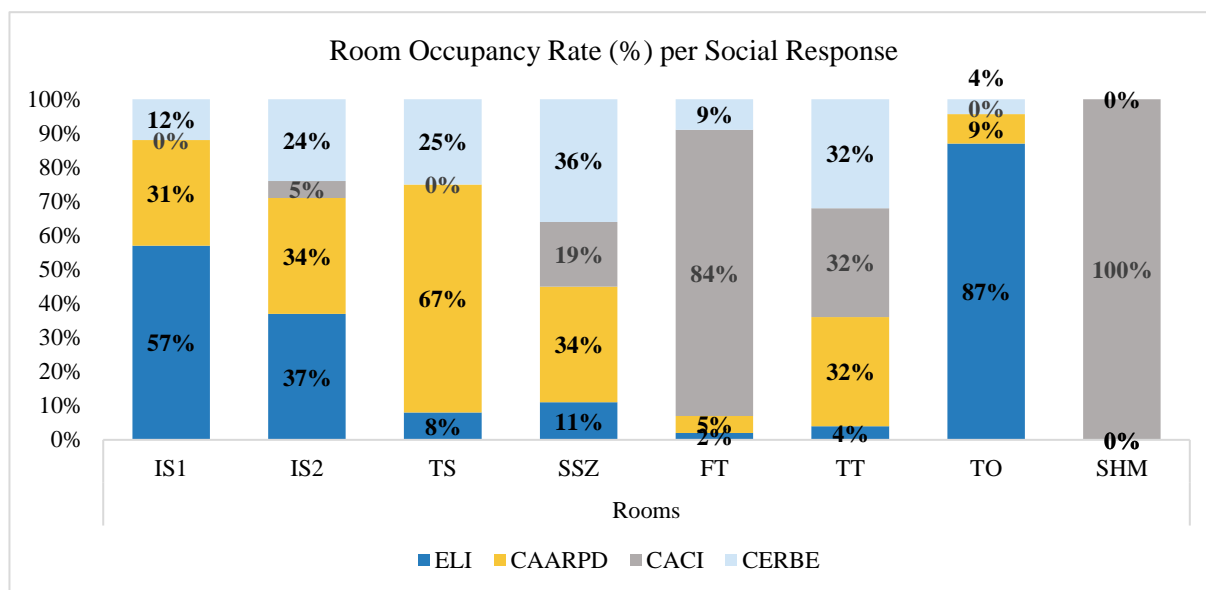
Legend: FT and PS are the two specialties that give more interventions to other social responses (not for CeRBE)

Appendix 4 - Proportion (%) of CeRBE Demand per specialty



Legend: More than 90% of CeRBE's clients demand TO and TF specialties, with PS and FT being the less demanded/popular

Appendix 5 - Occupancy Rate (%) per Social Response



Legend: The most popular Rooms in CerBE are SSZ, TS, and IS2, with an average occupancy rate of 29%.

SHM and FT are the most popular rooms among CACI social response

Appendix 6 - Number of New Clients per Room and Therapy Specialities

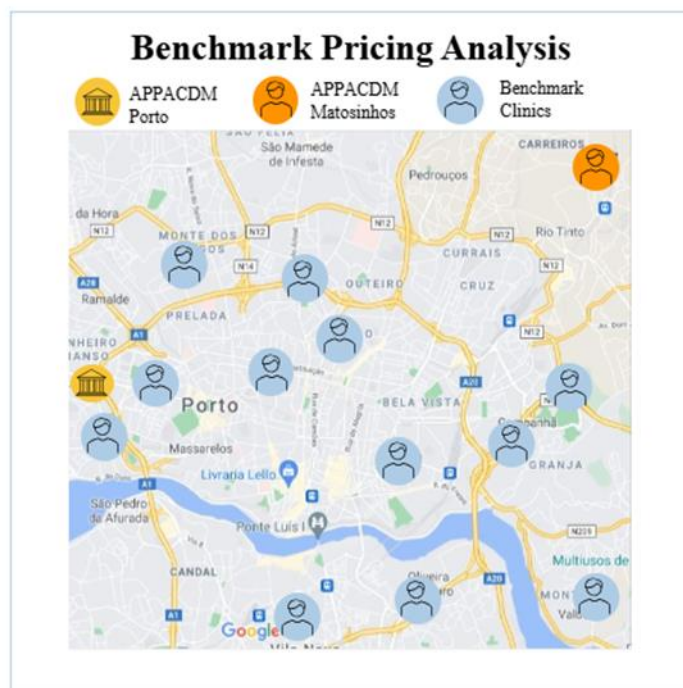
Rooms	Available Hours /Room	Therapies Specialities	Weighted Therapies	Time Allocated /Room	Required Time /Client/Week	Maximum New Clients
IS1	19	TO	0.6	11.40	1.25	9.0
		TF	0.36	6.84	1.25	5.0
		PS	0.04	0.76	1.25	0.0
IS2	26	TO	0.6	15.6	1.25	12.0
		TF	0.36	9.36	1.25	7.0
		PS	0.04	1.04	1.25	0.0
Therapeutic Support (TS)	36	TF	0.9	32.4	1.25	25.0
		PS	0.1	3.6	1.25	2.0
Snoezelen (SSZ)	33,5	TO	0.53	17.8	1.25	14.0

		TF	0.42	14.0	1.25	11.0
		PS	0.05	1.7	1.25	1.0
Physiotherapy (SFT)	38.5	TO	0.4	15.4	1.25	12.0
		FT	0.6	23.1	1.25	18.0
Therapeutic Tank (TT)	32.5	TO	0.96	31.2	1.25	24.0
		FT	0.04	1.3	1.25	1.0
Technical Office (STO)	36	TF	0.9	32.4	1.25	25.0
		PS	0.1	3.6	1.25	2.0
Hydromassage (SHM)	55.5	FT	1	55.5	1.25	44.0

Appendix 7 - Segmentation and Target

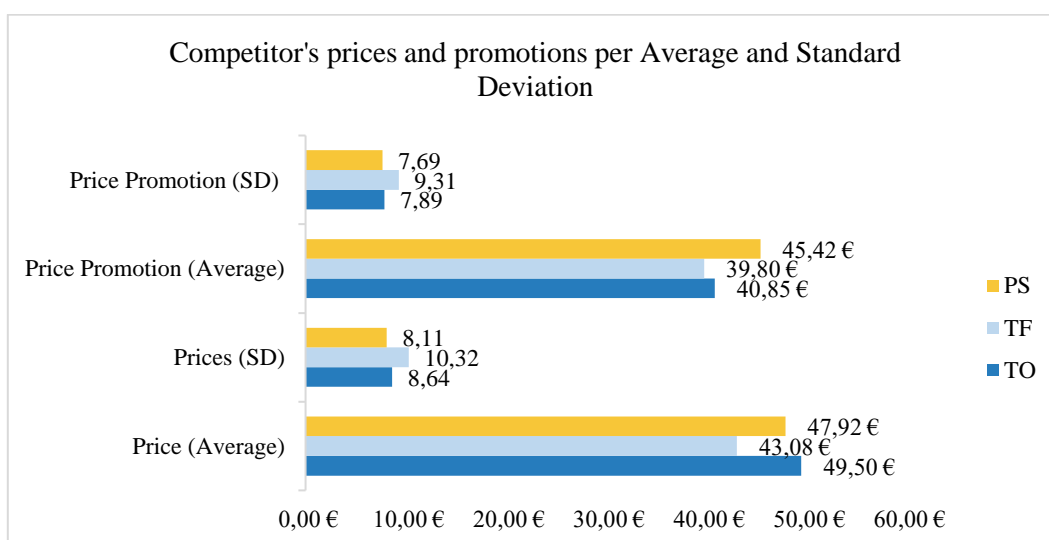
	Segmentation	Target
Demographic	Intellectual disabilities, physical impairments, or specific syndromes	Children and Adolescents: Majority of Clients; Adults Smaller group;
Partnerships	Private Clients, Schools and Municipalities; Corporate Partnerships	Corporate Partnerships

Appendix 8 - Benchmark Pricing Analysis of CeRBE main competitors



Legend: There are 12 competitors with an overall core service of CeRBE: TO, TF and PS in the APPACDM Porto region (11km radius). They aim to offer clinical services for children, adults and elderly people with IDD or non-IDD.

Appendix 9 - Competitor's prices and promotions per Average and Standard Deviation



Legend: CeRBE's prices and promotions are below the average price per type of service. The industry exhibits price volatility

Appendix 10 - Competitors Price

Direct Competitors	Target Audience	Type of Service	Prices	Promotions
CeRBE	Children, Adolescents, Adults	TO	35.00 €	30.65 €
		TF	35.00 €	30.65 €
		PS	35.00 €	
SeedGO Clínica	Children, Adolescents	TO	40.00 €	
		TF	40.00 €	
		PS	50.00 €	
Oficina da Fala	Children, Adolescents, Adults	TO	40.00 €	32.00 €
		TF	40.00 €	32.00 €
		PS	50.00 €	
Cliduca	Children, Adolescents	TO	35.00 €	
		TF	35.00 €	
		PS	35.00 €	
Prisma Center	Children, Adolescents	TO	50.00 €	43.75 €
		TF	50.00 €	43.75 €
		PS	50.00 €	43.75 €
Atentamente	Children, Adolescents, Adults	TO	50.00 €	
		TF	50.00 €	
		PS	50.00 €	
Getting it	Children, Adolescents, Adults	TO	50.00 €	
		TF	50.00 €	
		PS	50.00 €	
Instituto Neurodesenvolvimento	Children, Adolescents, Adults	TO	60.00 €	36.25 €
		TF	60.00 €	36.25 €
		PS	60.00 €	36.25 €
Clínica plena saude	Children, Adolescents	TO	35.00 €	
		TF	35.00 €	
		PS	40.00 €	
Clínica Central de Gaia	Children, Adolescents, Adults, Elderly	TF	50.00 €	45.00 €
		PS	35.00 €	
Clínica Bem Estar	Children, Adolescents, Adults, Elderly	TF	45.00 €	
		PS	45.00 €	
Clínica Particular do Norte	Children, Adolescents, Adults	TF	20.00 €	
		PS	60.00 €	
CRIAR - Clínica de Desenvolvimento e Saúde	Children, Adolescents, Adults	TO	50.00 €	
		TF	50.00 €	
		PS	50.00 €	

Appendix 11 - Competitive Strategies per Competitor

Competitive Strategies	CerBE	SeedGO Clínica	Oficina da Fala	Cliduca	Prisma Center	Atentamente	Instituto Neurodesenvolvimento
Target Audience	Children, Adolescents Adults	Children, Adolescents	Children, Adolescents Adults	Children, Adolescents	Children, Adolescents	Children, Adolescents Adults	Children, Adolescents Adults
Geography	Local	Local	Local	Local	Local	Local	Local
Brand Image	Inclusion, Development, and Quality of Life: Caring with Respect and Dedication	We Care with Joy and Excellence	Specialised and Human Care: Together for Your Family's Development	Caring with Excellence and Responsible Family Engagement	Relationships that Care: Committed to Your Health and Well- Being	Excellence and Family Care	Care, Develop, Transform: Health with Social Responsibility
Partnerships	Health Insurance Providers, Schools, Companies			Health Insurance Providers			Health Insurance Providers
Social Impact	Specialised services for people with disabilities, promoting their self- determination and social inclusion			Awareness Training			
Service Promotion		Testimonials		Training for Individuals, Health Professionals and Teachers, Newsletter, News			Testimonials
Service Diversity	11	6	6	5	8	5	3
Accessibility	Home Service, Clinic	Clinic	Clinic	Clinic, Own Transportation	Own Transportation	Clinic	Clinic, Home service

Appendix 11 - Competitive Strategies per Competitor

Competitive Strategies	Clinica Central de Gaia	Clinica Bem Estar	CRIAR	Psilexis	MR Terapias	Fale Conosco	Destrava Linguas
Target Audience	Children, Adolescents Adults, Elderly	Children, Adolescents Adults, Elderly	Children, Adolescents Adults	Children, Adolescents	Children, Adolescents Adults	Children, Adolescents	Children, Adolescents
Geography	Local	Local	Local	5 Centres	6 Centres	3 Centres	2 Centres
Brand Image	A Center of Trust and Ethics	Caring for You with Flexibility and Attention	Multidisciplinary, Personalised and Innovative Care	Continuous Support and Trust for Healthy Growth	Educate, Support, and Include: Healthcare with Excellence and Empathy	Personalised and Ethical Well-Being for All Places	Health Services That Adapt to Your Life
Partnerships	Health Insurance Providers, Companies	Health Insurance Providers, Companies	Health Insurance Providers, Schools, Companies	Health Insurance Providers, Schools	Health Insurance Providers, Universities, Companies	Schools	
Social Impact			Parental Intervention Programs	Schools Project, Awareness Training	Social Interventions "Clinica Social"	Family Development in PALOP Services	
Service Promotion	Client Card	Blog	Training and Workshops for Individuals, Companies, and Schools Blog, Recreational Activities	Training for Individuals, Schools, Companies, and Professionals, Blog	Trainings in the Academic Field (Professional Internships, Courses), Blog, Newsletter	Q&A, Blog, Articles, News, Training for Private Individuals, Health Professionals, and Teachers	Blog
Service Diversity	14	6	12	4	14	6	8
Accessibility	Clinic	Clinic, online	Clinic	Clinic	Clinic	Clinic, online	Home Service, Clinic

Appendix 12 – SWOT Analysis Framework

	Positive	Negative
Internal	<p>STRENGTHS</p> <ul style="list-style-type: none"> • Inclusive • Socially impactful services 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Limited Marketing Strategy • Lack of Financial Margins
External	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Mental health services, • The telemedicine • Awareness of Socially impactful institutions 	<p>THREATS</p> <ul style="list-style-type: none"> • Intense competition • Price volatility in the industry

Appendix 13 – Potential Corporate Partnerships

Corporation	Person & Role	Contact
Natixis Porto	Mauricio Marques, Head of HR	linkedin.com/in/maumarques
Continental	Filipa Amaral, Head of HR	linkedin.com/in/filipa-amaral-a19104b
El Corte Inglés Porto	Rita Soares, Head of HR	linkedin.com/in/ritaribeirosoares
Blip	Head of HR	linkedin.com/in/ana-goncalves-667a18201
Euronext	Conceição Martins, HR Director	linkedin.com/in/conceicaomartins

Appendix 14 – Potential Schools Partnerships

Colégio Internacional da Maia
Colégio CEBES

Appendix 15 – Potential Nursing Homes Partnerships

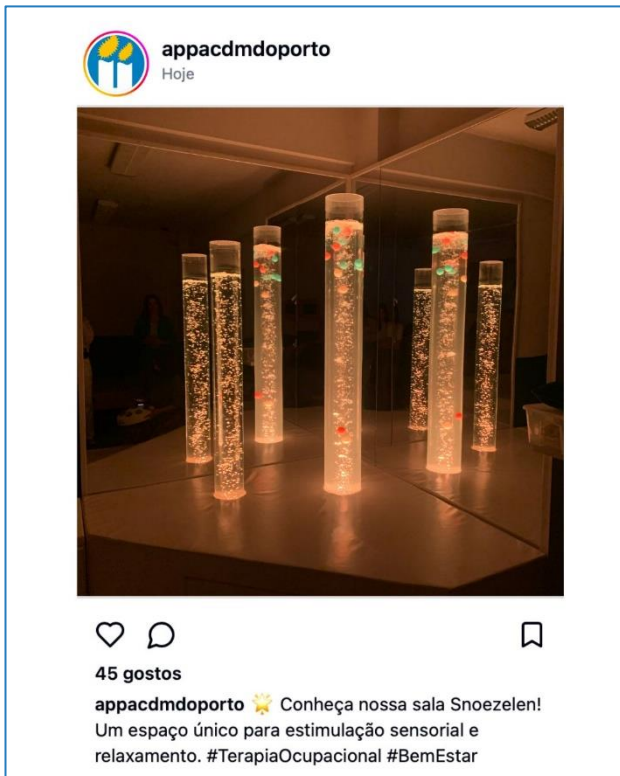
Lar do Monte dos Burgos
Residencial Montepio – Porto
Confortavelmente - Residência Sénior & Apoio Domiciliário

Appendix 16 – Website prototype



Legend: CeRBE (Centro Cuidar) must be represented within the APPACDM website and social media to leverage and enhance their visibility and must create in the future a section for the new segment with more focus on PS and FT specialties

Appendix 17 – Social Media Posts Prototype



Legend: To build trust and demonstrate expertise, the posts must be updated with success stories, news and educational content to engage and create loyalty in the client

Appendix 18 – Corporate Partnership Pricing

	TO	TF	FT	PS
Single	€30	€35	€35	€35
+5 clients	€28	€33	€33	
+10 clients	€25	€30	€30	
+20 clients	€22	€27	€27	

Appendix 19 – IDD Private Client Pricing

	TO	TF	FT	PS
Private Clients	€40	€40	€40	45 €

Discounts made for the IDD private client: 20% family discount if different members take sessions; Participants in other APPACDM programs and summer camps receive a 15% discount on services; If more 2+ therapies are clinically required, a 15% multi-therapy discount is provided; If more 2+ therapies are clinically required, a 15% multi-therapy discount is provided; Pricing may depend on whether services are provided onsite, within Porto, or outside the city, reflecting travel and service delivery costs.

Appendix 20 – Schools Workshop Pricing

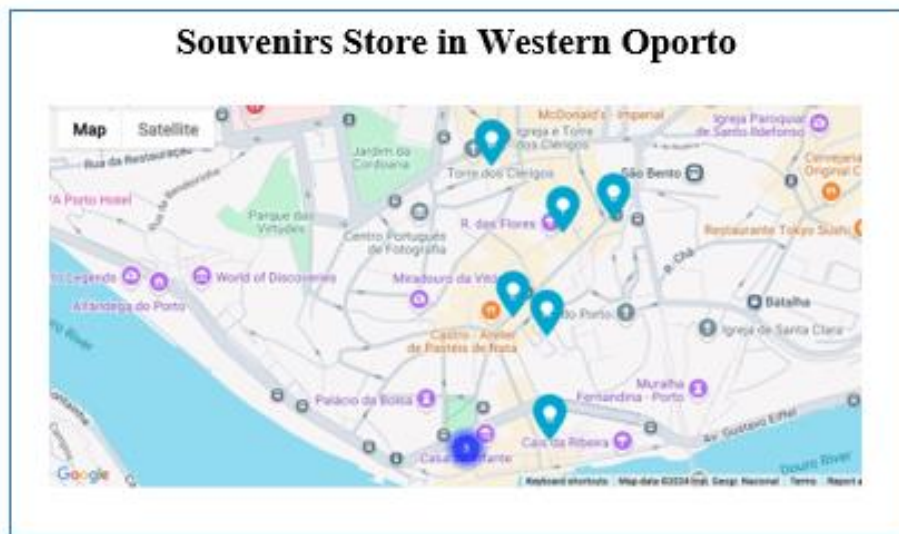
	Workshop TEP	Workshop PSI
Schools	€250	€200

Discounts made for the Schools Workshop client: 15% discount when combining regular therapy services with the new workshop programs; Commitment to both workshops pay 400€

Appendix 21 – Private Clients Pricing – Market Expansion non-IDD segment

	HM	HT	PS	Pack
Private Clients	45 €	48 €	45 €	
<i>During off-peak hours (8-16h)</i>	42,75 €	45,60 €	42,75 €	
<i>Stress Management Package</i>	2	2	4	255 €

Appendix 22 - Souvenirs Store in Western Porto



Legend: The main six souvenir shops near APPACDM Porto region were identified as the main potential distribution channels for the tourist market souvenirs

Appendix 23 – SWOT Analysis Framework

	Positive	Negative
Negative	<p>STRENGTHS</p> <ul style="list-style-type: none"> • Long-term Corporate partnerships • Customization options 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Resource management • Dependency on volunteer work • Retail distribution
Positive	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Focus on Team Building Activities • Expand to tourism market 	<p>THREATS</p> <ul style="list-style-type: none"> • Growing competition • "cause washing"

Appendix 26 -Excel-based Management System: Calendar

Orders' Calendar						
January						
M	T	W	T	F	S	S
		1 F.M.A.M.M. onumenta l. Post.	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			
February						
M	T	W	T	F	S	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		
May						
M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10 Portugali dades	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	
June						
M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Appendix 27 - Excel-based Management System: Margin

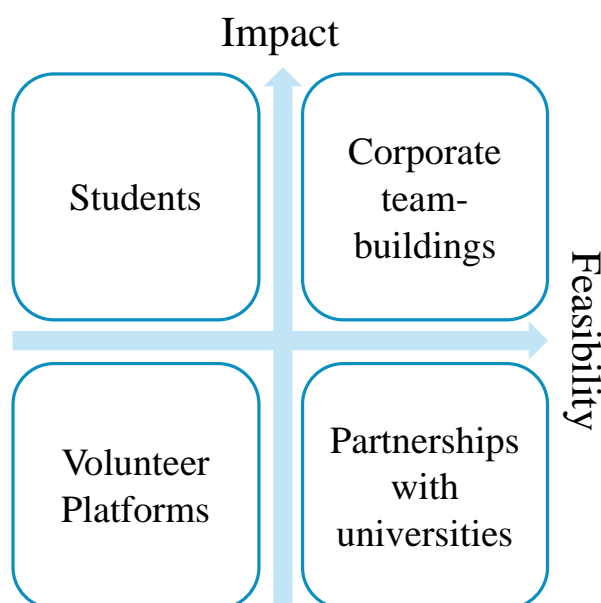
Cantinho	2025
Total Revenues	€0,00
Revenues: Fradinhos	€0,00
Revenues: Christmas Tree	€0,00
Revenues: Team Building	€0,00
Revenues: Miscellaneous	€0,00
Revenues: Souvenirs	€0,00
Total Costs	€1,50
Gross Margin	-€1,50

Appendix 28 - Training Programs in Management

School	Program	Duration	Mode of Learning	Fees p/person	Total Fees	Transportation	Total Costs
UCP Porto	Management of Social Economy Organizations	1 year	Blending format	1,776.45	3,552.90	360	3,912.90
AESE Business School Porto	Management of Social Organizations	4 months	Presential	738	1,476	200	1,676
<i>Universida de Lusófona-Porto</i>	Management of Third Sector Organizations	1 year	N/A	300	600.0	0	600
UCP Viseu	Management of Social Organizations	1 to 1,5 years	Online	883 to 1,320.6	2,200.0	0	2,200.0

Legend: Although UCP Porto is not, apparently, the most cost-effective, it is the primary school to aim for, leveraging the close relationship

Appendix 29 - Impact and Feasibility Matrix



Legend: Corporate Team-buildings and students in fields such as psychology are the ones to aim for as volunteers as they allow for the maximisation of efficiency outreach

Appendix 30 - Cantinho Logo & Scented Plaster Draw Sketch



Appendix 31 - Answers to the questionnaire made to CeRBE Clients

Answer	What type of service do you attend or have you attended at the CeRBE clinic?	How did you find out about APPACDM?
1	Camps, Occupational Therapy/Sensory Integration	Recommendation
2	Speech Therapy	Through your workplace
3	Hydrotherapy, Occupational Therapy/Sensory Integration, Speech Therapy	Through your workplace
4	Occupational Therapy/Sensory Integration	Through your workplace
5	Hydrotherapy, Occupational Therapy/Sensory Integration	Through your workplace
6	Speech Therapy	Through your workplace
7	Occupational Therapy/Sensory Integration	Recommendation
8	Occupational Therapy/Sensory Integration, Speech Therapy	Through your workplace
9	Occupational Therapy/Sensory Integration	Recommendation
10	Hydrotherapy, Occupational Therapy/Sensory Integration, Psychomotricity	Through your workplace
11	Occupational Therapy/Sensory Integration, Speech Therapy	Through your workplace
12	Summer Camps	Recommendation
13	Hydrotherapy	Recommendation
14	Summer Camps	Recommendation
15	Hydrotherapy, Occupational Therapy/Sensory Integration	Through your workplace

Answer	From 1 (worst) to 5 (best), how do you rate communication with the company?	What would you say differentiates APPACDM from other NGOs?
1	5	<i>Greater social impact, Quality of Work</i>
2	5	<i>Quality of Work</i>
3	5	<i>Quality of Work, Services and personalised products</i>
4	5	<i>Customised services and products</i>
5	4	<i>Quality of Work, Services and personalised products</i>
6	5	<i>Customised services and products</i>
7	5	<i>Quality of Work</i>
8	5	<i>Greater social impact</i>
9	5	<i>Greater social impact, Personalized services and products, An internal environment of respect and care for others</i>
10	5	<i>Quality of Work, Services and personalised products</i>
11	5	<i>Quality of Work, Services and personalised products</i>
12	4	<i>Customised services and products</i>
13	5	<i>Greater social impact, Quality of Work, Personalized services and products</i>
14	5	<i>Quality of Work, Services and personalised products</i>
15	5	<i>Quality of Work, Services and personalised products</i>

Answer	Are you aware that APPACDM Porto, Viseu, Évora, and Setúbal are separate companies?	From 1 (worst) to 5 (best), how do you evaluate the competence and professionalism of healthcare professionals?	From 1 (worst) to 5 (best), how do you evaluate the conditions of the clinic's facilities?
1	No	5	5
2	No	5	5
3	No	5	5
4	No	5	5
5	No	5	5
6	No	4	5
7	No	5	5
8	No	5	5
9	Yes	5	5
10	No	5	5
11	No	5	5
12	No	5	5
13	No	5	5
14	Yes	5	5
15	No	5	5

Answer	From 1 (worst) to 5 (best), how do you evaluate the conditions of the clinic's facilities?	From 1 (worst) to 5 (best), how do you rate the ease of access and travel to the clinic?	From 1 (worst) to 5 (best), how do you evaluate the impact of monitoring on the evolution and development of the person who attends the clinic?	From 1 (worst) to 5 (best), how do you rate the variety of therapies and treatments offered at the clinic that meet your needs?
1	5	5	5	5
2	5	4	4	4
3	5	4	5	5
4	5	5	5	5
5	4	4	4	4
6	5	4	5	5
7	5	4	5	5
8	5	5	5	5
9	5	4	4	4
10	5	5	3	5
11	5	4	5	5
12	4	5	5	4
13	4	4	4	5
14	5	5	4	5
15	5	4	5	5

Answer	From 1 (worst) to 5 (best), how do you evaluate the quality-price ratio of the services provided?	From 1 (worst) to 5 (best), how do you evaluate, compared to other clinics or health services you have used, the cost-benefit of this clinic?	From 1 (worst) to 5 (best), how do you rate your overall level of satisfaction with the service provided?	From 1 (worst) to 5 (best), would you recommend this clinic to other parents or guardians?
1	5	5	5	5
2	Not applicable	Not applicable	5	5
3	5	5	4	4
4	5	5	5	5
5	5	5	5	5
6	Not applicable	Not applicable	5	5
7	5	Not applicable	5	5
8	5	5	5	5
9	4	4	4	5
10	5	5	5	5
11	Not applicable	Not applicable	5	5
12	4	Not applicable	5	5
13	Not applicable	Not applicable	4	5
14	4	4	5	5
15	5	5	5	5

Answer	Would you like to leave any additional comments about your experience with our clinic?
1	
2	
3	<i>Thank you for everything, and may it continue like this!</i>
4	<i>Thanks to this clinic, my son evolved and broke many barriers. I 100% recommend professionals who have become family.</i>
5	<i>A thank you to all the professionals who accompany my son They are incredibly humanity.</i>
6	
7	
8	<i>I just have to thank the entire team for their professionalism, effort and dedication to trying to make my son better.</i>
9	<i>I would like to highlight the attention, care and affection towards patients and families. A welcoming environment indeed.</i>
10	<i>Excellent work</i>
11	
12	
13	<i>Existence of summer camp for children aged 6 and over.</i>
14	
15	

Appendix 32 - Answers to the questionnaire made to APPACDM Porto employees

Answer	How do you assess your ability to respond to users' emotional and behavioural needs?	Do you think that the therapeutic and clinical support offered by the institution helps users' daily lives?	Do you feel comfortable discussing specific user needs or concerns with the coordination team?	Do you think the relationship between employees and users positively impacts their development and well-being?	How do you evaluate the working conditions offered by the institution (e.g. shifts, working hours, physical conditions)?
1	5	1	5	5	2
2	5	5	5	5	5
3	5	2	5	5	2
4	4	3	3	4	2
5	3	3	2	4	3
6	4	4	4	5	4
7	4	4	4	4	4
8	Not applicable	Not applicable	Not applicable	5	4
9	4	5	5	5	4
10	4	5	4	5	4
11	3	3	3	4	1

12	4	5	4	5	4
13	3	4	4	4	3
14	4	0	5	4	3
15	5	5	5	5	4
16	4	3	3	4	3
17	5	5	5	5	4
18	5	2	5	5	4
19	4	3	4	5	3
20	5	1	5	5	3
21	5	3	5	5	2
22	4	5	5	5	4
23	4	4	4	5	3
24	3	4	4	4	3
25	5	2	4	4	3
26	4	5	5	5	3
27	5	3	5	4	2
28	5	3	3	4	3
29	5	3	5	4	3
30	5	2	5	5	2
31	5	5	5	5	5
32	4	4	5	5	4
33	5	3	3	5	4
34	4	5	5	5	3
35	4	3	3	5	1
36	5	3	5	5	5
37	4	1	4	4	4
38	5	5	5	5	4
39	4	2	4	4	3
40	4	3	4	5	4
41	5	4	5	5	4
42	5	5	5	5	4
43	3	4	5	5	3
44	3	2	4	5	1
45	4	4	4	5	4
46	4	4	4	5	3
47	4	Not applicable	5	5	4
48	3	5	5	5	3
49	4	Not applicable	3	5	2
50	4	4	5	4	5
51	5	5	5	5	4
52	4	3	2	4	1
53	3	4	4	4	3
54	5	4	3	4	4
55	5	5	5	5	4
56	3	4	5	5	2
57	4	3	5	5	4

58	4	4	3	4	4
59	4	Not applicable	5	5	4
60	5	5	5	5	5
61	5	5	5	5	4
62	5	5	5	5	3
63	4	4	4	5	4
64	5	Not applicable	5	5	3
65	Not applicable	4	3	5	4

Answer	Do you feel that the workload is adequate to provide quality service to users?	Do you think there is a good work-life balance, considering the workload and type of work?	Do you consider that the training and qualifications offered by the institution are sufficient for your professional development?	What is the level of satisfaction with professional growth opportunities within the institution?	How do you classify the cooperation and relationship between employees and other professionals at the institution (therapists, psychologists, etc.)?
1	2	3	3	2	4
2	5	5	3	3	5
3	3	1	2	1	2
4	1	2	0	1	3
5	1	1	3	3	4
6	4	4	2	2	3
7	4	4	4	4	4
8	4	5	5	1	4
9	5	4	5	1	4
10	4	5	4	4	3
11	1	2	1	1	3
12	4	3	5	5	4
13	3	2	1	1	3
14	2	3	2	2	3
15	5	4	2	3	3
16	3	3	2	2	2
17	4	5	4	4	4

18	4	5	5	3	5
19	3	3	3	2	4
20	3	3	2	2	3
21	2	3	2	2	3
22	4	4	5	5	4
23	2	3	3	2	4
24	5	4	3	2	3
25	3	3	0	0	3
26	4	3	3	2	4
27	2	2	3	0	4
28	3	3	3	3	3
29	3	1	3	2	4
30	1	3	4	4	4
31	5	5	5	5	4
32	3	4	4	4	4
33	5	3	3	2	1
34	4	3	5	3	4
35	1	3	3	3	4
36	5	0	5	0	2
37	2	3	1	3	4
38	4	3	5	4	3
39	3	3	3	3	3
40	3	5	3	4	2
41	4	4	5	5	4
42	4	4	3	2	3
43	3	2	3	4	4
44	1	0	3	1	1
45	5	4	4	4	5
46	3	3	3	3	4
47	4	4	4	4	4
48	3	4	2	4	5
49	4	3	2	2	2
50	4	5	4	4	4
51	3	4	3	3	4
52	2	1	2	3	3
53	3	2	3	3	3
54	4	4	3	3	3
55	4	4	4	4	5
56	2	1	3	1	3
57	4	4	4	4	4
58	4	3	2	3	3
59	5	3	1	3	4
60	5	5	5	5	5
61	4	5	5	5	5
62	5	4	5	5	4
63	4	3	3	1	2
64	4	4	4	4	4

65	4	4	4	4	4
----	---	---	---	---	---

Answer	In general, how satisfied are you with your role as an employee at the institution?	What areas do you think could be improved to provide a better service and working environment?	If you could suggest one immediate change or improvement at the institution, what would it be?
1	4	<i>Internal Communication, Therapeutic Monitoring, Facilities and conditions, Material resources and equipment</i>	<i>Make a better selection of people to put to work.</i>
2	5	<i>Internal Communication</i>	<i>Better and clearer communication and better management of people and services.</i>
3	5	<i>Internal Communication, Facilities and conditions, Material resources and equipment</i>	
4	2	<i>Internal Communication</i>	<i>Wage</i>
5	4	<i>Internal Communication, Facilities and conditions</i>	
6	3	<i>Internal Communication, Salary</i>	<i>The possibility of hybrid work for non-therapeutic functions</i>
7	5	<i>Internal Communication</i>	
8	4	<i>Internal Communication</i>	<i>Increase the number of employees so that we can serve more customers who come to us</i>
9	3	<i>Facilities and conditions</i>	<i>Better management and communication between superiors and employees, weakened infrastructures in need of deep repairs, greater appreciation of employees for the effort and resilience provided to the institution and customers!</i>
10	5	<i>Internal Communication</i>	<i>Attracting patrons to help the organization's sustainability.</i>
11	3	<i>Facilities and conditions</i>	
12	5	<i>Internal Communication, Facilities and conditions, Material resources and equipment</i>	<i>Therapeutic monitoring and basic care for users and employees.</i>
13	2	<i>Material resources and equipment</i>	<i>Specific training for managers with monitoring in a work context</i>
14	3	<i>Internal Communication, Therapeutic Monitoring, Facilities and conditions, Material resources and equipment, More management monitoring and increased salaries and meal vouchers.</i>	<i>Wage</i>
15	4	<i>Internal Communication</i>	
16	3	<i>Internal Communication, Salary</i>	
17	5	<i>Material resources and equipment</i>	
18	5	<i>Internal Communication, Therapeutic Monitoring</i>	
19	5	<i>Material resources and equipment</i>	
20	4	<i>Facilities and conditions</i>	<i>Purchase new vehicles</i>
21	4	<i>Internal Communication, Therapeutic Monitoring, Facilities and conditions, Material resources and equipment</i>	
22	5	<i>Internal Communication, Facilities and conditions, Material resources and equipment</i>	

23	4	<i>Internal Communication</i>	
24	3	<i>Internal Communication, Material resources and equipment</i>	<i>Lower workload</i>
25	4	<i>Material resources and equipment</i>	<i>Transport</i>
26	4	<i>Investing in the well-being of employees</i>	
27	2	<i>Internal Communication, Facilities and conditions, Material resources and equipment</i>	
28	4	<i>Internal Communication, Facilities and conditions, Material resources and equipment</i>	<i>Replacement of missing personnel</i>
29	3	<i>Internal Communication, Facilities and conditions</i>	<i>Improvement of orders</i>
30	3	<i>Internal Communication, Therapeutic Monitoring, Facilities and conditions, Material resources and equipment</i>	
31	5	<i>Internal Communication</i>	<i>End with employees accumulating duties beyond their own, which means they are unable to meet the expectations expected by our customers</i>
32	3	<i>Internal Communication, Therapeutic Monitoring, Facilities and conditions, Material resources and equipment</i>	
33	3	<i>Internal Communication, Therapeutic Monitoring, Facilities and conditions, Material resources and equipment</i>	
34	4	<i>Internal Communication, Facilities and conditions, Material resources and equipment</i>	<i>Rotate employees between homes</i>
35	5	<i>Material resources and equipment</i>	
36	5	<i>Internal Communication</i>	<i>Rotate employees between homes</i>
37	5	<i>Therapeutic monitoring, facilities and conditions</i>	
38	4	<i>Internal Communication, Facilities and conditions</i>	
39	4	<i>Internal Communication, Therapeutic Monitoring</i>	
40	5	<i>Internal Communication, Therapeutic Monitoring, Material resources and equipment</i>	
41	5	<i>Internal Communication</i>	<i>Increase in the amount paid in meal vouchers</i>
42	4	<i>Internal Communication</i>	
43	4	<i>Internal Communication, Facilities and conditions, Material resources and equipment</i>	
44	3	<i>Facilities and conditions</i>	
45	5	<i>Facilities and conditions</i>	
46	3	<i>Internal Communication, Facilities and conditions</i>	
47	4	<i>Therapeutic follow-up</i>	<i>Communication/ more empathy/</i>
48	4	<i>Internal Communication, Facilities and conditions, Material resources and equipment</i>	<i>Greater autonomy for technical departments</i>
49	4	<i>Internal Communication, Financial (salary)</i>	
50	5	<i>Internal Communication, Facilities and conditions</i>	
51	5	<i>Facilities and conditions</i>	
52	3	<i>Internal Communication, Facilities and conditions, Human Resources</i>	

53	4	<i>Facilities and conditions</i>	<i>Good morning, I believe that if they made a better division of users in institutions, the load would be less. Example: in an institution that does not have wheelchair users, take one from another that has several. And where there are only self-employed people, take one to where there is many wheelchair users.</i>
54	5	<i>Facilities and conditions</i>	
55	4	<i>Facilities and conditions</i>	
56	3	<i>Internal Communication, Therapeutic Monitoring, Facilities and conditions</i>	
57	4	<i>Facilities and conditions</i>	<i>In terms of Cavi, I would say the promotion of more interaction between personal assistants (promoted by the institution), namely those who work with the same users, to talk and “plan” together.</i>
58	4	<i>Facilities and conditions</i>	
59	3	<i>Internal Communication</i>	
60	5	<i>Material resources and equipment</i>	
61	5	<i>Internal Communication, Facilities and conditions</i>	<i>Communication</i>
62	4	<i>Internal Communication, Facilities and conditions</i>	
63	3	<i>Internal Communication, Practical training</i>	<i>Communication</i>
64	4	<i>Material resources and equipment</i>	
65	4	<i>Facilities and conditions, Material resources and equipment</i>	