

A Work Project, presented as part of the requirements for the Award of a Master's degree in
Management and Finance from Nova School of Business and Economics.

Impact Field Lab | Social Leapfrog Program

“How can CADIn optimize spare capacity to generate surplus revenues?”

WP Individual title: “How can CADIn expand its revenue
streams? Go-To Market Strategy”

Alina Grotelüschen 55808

Work project carried out under the supervision of:

Professor José Miguel Pita

16 – 01 – 2023

Abstract

This paper analyses strategies for CADIn, a Portuguese non-profit organization, to diversify its revenue streams and improve its processes. Using data from several internal and external sources, a comprehensive gap assessment, market analysis, go-to-market strategy, and financial analysis were conducted. While identifying resource underutilization, methods will be suggested to optimize capacity by targeting new client segments. These include expanding teleconsultation services, meeting the needs of new mothers, and addressing mental health care for the elderly. By focusing on these segments, CADIn will expand beyond its child-centered services, thereby opening new growth opportunities.

Keywords

Management, Non-profit Organization, Social Impact, Strategy

Acknowledgments

We would like to thank Pedro Sacadura Boffe, director of Finance and Administration at CADIn, for his support and cooperation during this Work Project. Moreover, we would like to show our gratitude to Prof. Miguel Pita, as our supervisor, for encouraging us and providing us with his full support during this project.

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209)

Table of Contents

1.	Introduction.....	3
1.1.	History and context of the organization.....	3
1.2.	Problem statement	5
1.3.	Research question	5
2.	Methodology	7
2.1.	Primary research	7
2.2.	Secondary research	9
3.	Go-To Market Strategy	10
3.1.	Target segments: needs, preferences, and behaviors	10
3.2.	Rebranding Strategy.....	12
3.3.	Communication Strategy	20
3.4.	Evaluation	27
6.	Conclusion	30
7.	Recommendations.....	32
7.1.	Segment-Specific Recommendations	32
7.2.	Cross-Segment Recommendations	33
7.3.	Implementation Plan	35
6.	Limitations	38
7.	References	40
8.	Appendices.....	42
8.1.	Appendix A: Overview of CADIn’s Mission, Vision, Values	42
8.2.	Appendix F: Go-To-Market Strategy.....	43

1. Introduction

The goal of this project is to strategically reflect on CADIn's operations and present recommendations for it to diversify its revenue streams. CADIn's operational dynamics will be analysed along with the proposal of innovative ideas to resolve the problem of optimizing spare capacity. The derived recommendations aim to empower the organization, while expanding its revenue streams, allowing to boost the positive impact of its *Bolsa Social* initiative—a crucial program offering therapeutic support to low-income families and institutionalized children.

1.1. History and context of the organization

CADIn is a Portuguese non-profit organization committed to the welfare of individuals facing neurodevelopmental disorders and behavioural challenges. Founded in 2003, it was a pioneer in its field, and it dedicates to the treatment and study of these health conditions. Beyond that, the organization has the mission to address a social problem, aiming to achieve higher societal welfare. Thus, an essential component of the organization is the fund *Bolsa Social*, tackling socioeconomic problems, by covering the costs associated with the services for institutionalized children and families with low income. A more detailed overview of CADIn's mission, vision and values can be found in *Appendix A1*.

Furthermore, CADIn is spread across three units – Lisbon, Cascais, and Setubal. In every unit, the organization provides treatment and long-term support for the clients and their families, organizing itself into several areas of expertise comprising clinical activity, trainings, social intervention, and research. *Table 1* displays CADIn's diverse range of services.

Group part

Table 1 - Areas of expertise and different supply specialties at CADIn

Clinical activity	Special Education and Rehabilitation	Intervention Areas (for treatment and long-term support)
	Developmental Pediatrics	
	Neuropediatrics	
	Neuropsychology	
	Clinical Psychology	
	Educational Psychology	
	Psychomotricity	
	Psychiatry	
	Child and Adolescent Psychiatry	
	Speech Therapy	
	Pediatrics	
Trainings and others	Formative programs for workers	Sessions to enhance labor force qualifications
	Trainings for knowledge-sharing among the community	Trainings to everyone interest to enhance awareness and understanding of these disorders and other topics
	Product sales	In-house developed therapeutical games;
	One-day seminars	Seminar is a one-day thing (once or twice a year)
Social Initiatives	Bolsa Social	Fund made by donations to sponsor the sessions for beneficiaries that cannot afford the established prices
	Redes Ativas	Program designed for teenagers that lack social skills
	Others	Other collaborations with stakeholders to promote understanding on neuroscience disorders
Research	Partnerships with Universities, such as Faculdade de Motricidade Humana	Generation of scientific knowledge in the filed of neuroscience
	Others	

Initially, the focus relied on services for children, however, they wanted to address the different stages of the clients' lives, adapting their services to all ages. As the children initially served by CADIn grew into adulthood, the organization evolved to meet their changing needs. Given that CADIn believes in continuity and a person-centred approach, and considering the long-term nature of these disorders, CADIn extended its services to a wider age range.

1.2. Problem statement

CADIn's operational environment reveals two critical challenges demanding strategic attention.

First, CADIn's brand identity is deeply affected by a historical alignment with child-centered services, unintentionally constraining the organization's potential for expansion beyond this segment. This results in careful research on how to diversify the organization's offerings while maintaining its foundational character.

Simultaneously, the mornings present a challenge of overcapacity. This includes both physical space and the availability of specialists that are not fully utilized. This is primarily attributed to a lower client turnout during these hours, as most clients are children attending school or kindergarten. Further, the issue involves the difficulty for parents, who typically work during these hours, to bring their children from school to CADIn clinics. This logistical challenge contributes to the underutilization of resources in the mornings. Contrary, in the afternoon, there is an excess of demand. Waiting lists for appointments are growing due to physical space limitations, highlighting a crucial pipeline issue. The complexities of these challenges are a pivotal aspect of this project, aiming to analyse the nuances within CADIn's operational framework.

In response to these issues, this project aims to provide practical and useful guidance to CADIn, focusing on creative and flexible approaches. This will help CADIn adapt and stay resilient in a constantly changing environment.

1.3. Research question

As a result of the problem statement, the main research question that will guide this report is: "How can CADIn optimize spare capacity to generate surplus revenues?".

Group part

To answer this question, the report is divided into four chapters that present the findings. The first section is dedicated to the presentation of the methodology, which demonstrates how the research of this project has been conducted, including the data collection and analysis. The first findings chapter is a gap assessment of the current situation of CADIn. Next, the second part constitutes a benchmark analysis, including the new drivers of revenues and their market sizes. Afterwards, a go-to-market strategy will follow, concluding with financial implications for CADIn to implement the proposed new strategic directions. The report will conclude by providing recommendations for CADIn on how to expand its new revenue streams.

2. Methodology

This chapter outlines the methodology used to answer the main research question mentioned above. Considering the project, it employs a mixed-methods approach, integrating quantitative and qualitative data. The research design was executed by following a consulting approach, suitable for an in-depth understanding of the organization's unique context and challenges. The data collection was conducted through several sources, both primary and secondary.

2.1. Primary research

Primary data was collected through interviews which were analysed qualitatively. Based on the choice of the interviewees, the non-probability sampling method was used. The interviewees were selected by judging whether their experience and expertise would help gain a better understanding of the topic. In total, eight interviews were conducted. An internal analysis was conducted by interviewing the director of Finance and Administration, and the clinical director of the Cascais unit, which provided qualitative insights into internal processes, challenges, and perceptions of resource utilization. An external analysis was carried by interviewing potential new clients from the proposed new target segments. Three interviews were held with recent mothers and two were held with elderly, both aiming to discover the preferences, needs and behaviours of the new segments.

A semi-structured interview method was used during all interviews. The team prepared open questions beforehand, which could vary between the interviews due to the different views. This helped to adjust the questions depending on the interview flow and enabled the interviewees to express their thoughts on certain topics on their own terms. The interviews were conducted on a one-to-one basis. Regarding data analysis, the interviews were transcribed, and some were translated to English so that the entire data is coherent, and conclusions can be drawn respectively.

Group part

Especially for the interviews that focussed on the new segments, relevant themes and phrases were identified and commonalities in the responses were analysed.

Potential response biases have been acknowledged to ensure the validity and reliability of the research findings. The internal stakeholders may be too close to the organisation to have objective views. This could lead to potentially overlooking areas that need improvement. To address this limitation, quantitative data from the organization's official records has been analysed as well. This included financial statements, room utilization schedules, and other relevant documents. Initially a data cleaning process was performed to organize the raw numbers into an organized Microsoft Excel file, in which the necessary information was compiled into tables. Further, a combination of functions and tools was used that enabled the extraction of specific information and cross-referencing to reach an analytical assessment of the organization's performance. Analysing the data was crucial for understanding the organization's financial health, resource allocation, and operational efficiency.

Another limitation of this data collection is the limited representation of the new target segments. The first approach to collect data of the new segments was initiated by the consulting team through the development of a survey. This was developed to find the unique characteristics, needs and preferences of those segments. The distribution method of the survey was mainly through online channels like social media groups in Portugal, which was found to result in very few answers, that were not reliable enough to provide a solid foundation and analysis. Possibly due to its distinct nature being Portuguese pregnant women, recent mothers and elderly, the consulting team was not able to generate enough responses to achieve validity and reliability of the outcomes. As expanding of the sample size was not feasible, the team decided to conduct a few interviews, which had the advantage of leading to a more comprehensive understanding of the interviewee's views,

experiences, and motivations. It is acknowledged, that the insights from the interviews gathered do not fully capture the experiences and opinions of these segments, which could result in a lack of depth on information about these segments, resulting in mismatch strategies.

2.2. Secondary research

As a supplement to primary research, secondary research was conducted in order to gain a comprehensive understanding of the research topic. A benchmark analysis was performed for CADIn's strategic orientation, in which various institutions similar to CADIn were studied and listed, and all services they offer that can be applied to CADIn were analysed. The first criterion for selecting these institutions was based on their location in Portugal. This was due to the unique characteristics of the population and the significance of local health practices. Other considerations were the institutions' implementation of new teleconsultation procedures, as well as their ability in engaging specific demographic groups of clients.

Additionally, other secondary sources were assessed based on extensive literature review such as journals and academic articles in the field of health care. Peer-review articles of highly ranked online journals including for instance the Infant Mental Health Journal and Journal of Business and Management were used to ensure validity and reliability.

3. Go-To Market Strategy

This chapter is dedicated to the development of a comprehensive go-to-market strategy for CADIn, that focusses on targeting the newly identified segments. The primary goal is to establish a clear, actionable plan that supports CADIn to effectively reach and engage with these segments: adults with mental health issues, pregnant women and recent mothers, and the elderly.

3.1. Target segments: needs, preferences, and behaviors

In order to reach the new segments, a deep understanding of their needs, pain points, preferences, and behaviours of each group is fundamental. With this information, that can be derived from *Table 20* as well as from the interviews (*Appendix H*), CADIn can implement a tailored marketing strategy. The findings will be used throughout this chapter.

Table 20 - Needs, Pain Points, Preferences Behaviors of Target Segments

	Adults with mental health problems	Pregnant women/young mothers	Retired
Needs	Accessible and flexible therapy without disrupting everyday duties (work, family)	Services related to maternity, childbirth, and postpartum support. Looking for support, advice, and connections with other local mothers.	Physical therapy to maintain independence and manage mobility challenges. Psychological support to improve mental well-being due to loneliness, social isolation, and mild depression.
Pain Points	Worries about stigma associated with seeking therapy and worries about cost and effectiveness of therapy.	Feeling overwhelmed by new responsibilities. Struggling with breastfeeding and sleep deprivation. Craving a sense of belonging and understanding.	Concerns about the cost of therapy services. May be hesitant to accept help from unfamiliar doctors/therapists.

Preferences	Engaging, user-friendly digital platforms for remote support and information.	Building local connections with mothers who share her experiences.	Maintaining living alone, prefers in-person communication.
Behaviors	Seek information and support online. Value recommendations and referrals from healthcare professionals and trusted sources.	Consult healthcare professionals for regular check-ups and advice. Seek recommendations from other mothers and friends. Engage in online communities and forums to share experiences and gather information.	Word-of-mouth recommendations from family, primary doctors, and community centers.

(Paul, Dardar, et al. 2021) (Tian 2016) (Bann, et al. 2016) (Interviews 2023)

Considering the pregnant women and recent mother segment, interviewee 3 and 4 (*Appendix H3; H4*) expressed a desire for more psychological support, particularly around challenges like breastfeeding and adjusting to motherhood. Further, the interviews revealed that there is a lack of awareness about available mental health services, thus, showing a need for easier access to these resources. Mothers reported different emotional experiences, such as feeling lost (interviewee 3) or feeling alone and isolated (interviewee 5) and emphasized the importance of mental health support during this life stage. Furthermore, they indicated a lack of interest in participating in a proposed WhatsApp group, which is why this suggestion has been rejected. Results from the interviews also presented this segment's preferences for the mode of service varied, with some preferring in-person consultations for a personal touch, while others preferred teleconsultations for convenience.

Regarding the retired segment, the interviews revealed that common age-related health issues and concerns are arthritis and hypertension (interviewee 6) and alongside mental health issues like anxiety and depression (interviewee 6, 7). They prefer in-person consultations over

teleconsultations, mainly due to the value placed on personal interaction. However, the familiarity with technology is increasing. Moreover, elderly individuals expect client and understanding services that address the unique challenges faced by this age group. There is a desire for holistic care that includes both physical and mental health support.

3.2. Rebranding Strategy

While CADIn has established itself as a brand primarily oriented towards children, growth opportunities have been identified by targeting a broader audience, including adults and the elderly. To effectively engage with these new segments, a rebranding strategy is imperative. This section explores the comprehensive rebranding approach for CADIn to address this strategic expansion and ensure its relevance in a changing market environment.

Rebranding is considered a change to a brand that impacts the brand knowledge of the consumers in terms of awareness and image associations (Keller 1993). It enables "developing a differentiated (new) position in the mind of stakeholders and competitors" (Muzellec, Doogan and Lambkin 2003). Literature review also highlights the importance of having a clear strategy, effective communication, and a strong commitment from the organization's leadership and employees for successful rebranding (Miller and Merrilees 2008).

3.2.1. Challenges and Opportunities of Rebranding

One of the challenges associated with the process of rebranding is the risk and uncertainty involved. Despite significant investments, there is no guarantee of success in achieving the desired outcomes (Miller, Merrilees and Yakimova 2013). Moreover, rebranding efforts can face resistance from existing consumers who are attached to the familiar brand. This resistance may lead to potential loss of brand loyalty, making it essential to carefully manage the transition (Keller

1993). Another challenge is related to costs, since rebranding is often a costly strategy, which entails investments related to design, marketing, and the overall implementation of the new brand identity (D. Miller 2019). Additionally, the rebranding process can be time-consuming, requiring careful planning, execution, and coordination across the organization. This can impact daily operations and demand significant time and effort from various stakeholders (Lomax and Mador 2006).

However, there are also high opportunities for rebranding. This strategy helps companies to extend their reach to new segments, thereby expanding their client base and market share (Henninger 2019). Furthermore, according to Kotler and Keller (2016), the results of rebranding can breathe new life into a brand, making it more relevant and appealing to current market trends and consumer preferences. Another opportunity of rebranding is that organizations can use it to manage bad reputation situations as it can be used for enhancing brand perception (Stuart & Muzellec, 2004). Moreover, with a successful rebranding strategy, the organization can communicate its brand and principles according to its vision, mission, and values. Beyond that, another convenience is that companies can create a competitive advantage by differentiating from its competitors while positing the brand notably thus attracting more clients (Krisprimandoyo 2015). To better align with the new target segments and reflect their values and interests, CADIn's brand needs to be updated in terms of their visual identity and messaging.

3.2.2. Current Brand Image

CADIn's historic and current brand image is focused on children, with a playful and colourful visual identity and messaging that emphasizes the educational value of its services. The strengths of the current brand image are that it is well-established and recognizable among its target audience since it has been operating for two decades and has built a strong foundation of trust and credibility.

However, the weakness of the current brand image is that it primarily appeals to a niche audience, focusing on children and their neurodevelopmental needs. Thus, it does not appeal to other demographic groups, particularly the new proposed target segments, by not reflecting the values and interests of these audiences. While this brand image has been successful in the past, it may not be effective in targeting new segments such as adults and the elderly. Recognizing this, CADIn has already implemented some brand adjustments. Originally, the 'in' in CADIn stood for 'infantil' (English: infantile), but the organization has since redefined 'in' to stand for 'inclusive', signalling a broader scope that includes a wider range of clients. Rebranding is necessary for CADIn to diversify new revenue streams and enter these markets, while updating its visual identity and messaging to better reflect the values and interests of the new target audience.

3.2.3. Proposed New Brand Image

The value proposition is an essential part in rebranding since it provides a clear identity for CADIn as it distinct the organization from its competitors as well as addresses the unique needs of its new target segments. The proposed new value propositioning states:

“CADIn is the leading organization in holistic neurodevelopmental care, dedicated to providing accessible and comprehensive treatment and study of neurodevelopmental disorders across all generations. With a legacy of pioneering excellence since 2003, we stand at the forefront of providing comprehensive support and solutions for individuals and families facing new challenges in many life stages. Our commitment to innovation, inclusivity, and compassionate care makes CADIn the trusted partner on the journey to health for children, regardless of their income or background, adults with mental health problems, pregnant women, recent mothers, and the elderly. We believe that everyone deserves the best care, and we work actively to provide personalized and evidence-based care that meets the unique needs of everyone. At CADIn, we are dedicated to

promoting social integration and helping individuals achieve their full potential, no matter what challenges they may face.”

The new value proposition for CADIn communications holistic and inclusive neurodevelopmental care across all generations with a commitment to innovation and personalized support, which appeal to diverse new segments while presenting its core of excellence and trust.

3.2.3.1. Visual identity

a. Logo

As part of CADIn's strategic rebranding, a new logo represents a significant step towards reaching and interacting with the expanded target segments. An example of a new logo is proposed in the following figure.

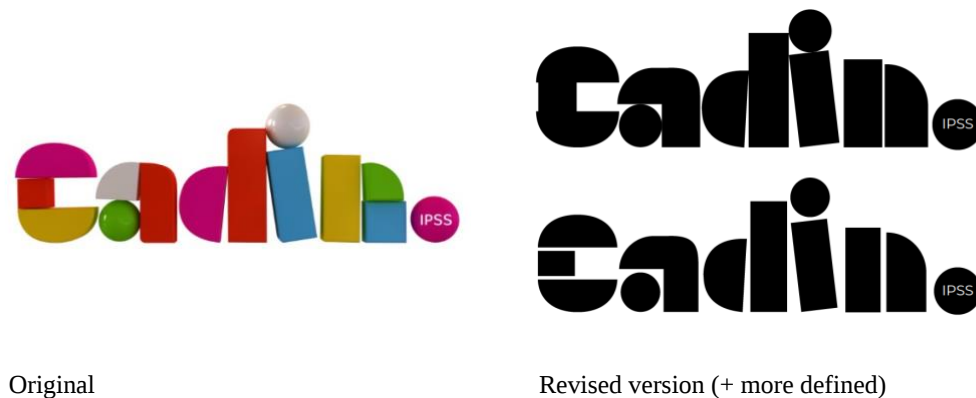


Figure 9 - CADIn original logo and new version

CADIn's shift to a monochromatic logo reflects a strategic rebranding to appeal to a wider audience beyond pediatric care. The use of black symbolizes sophistication and authority, suitable for the professional healthcare services provided to new segments. A single-color logo, as preferred by 95% of top brands (Kramer 2017), ensures better brand recall and a mature image, shifting away

from a multi-coloured, child-centric identity. This action retains CADIn's established trust from its current clients while expanding its reach.

Another improved option for CADIn would be moving a bit further away from the old model, as can be seen in new design options in the following figure.

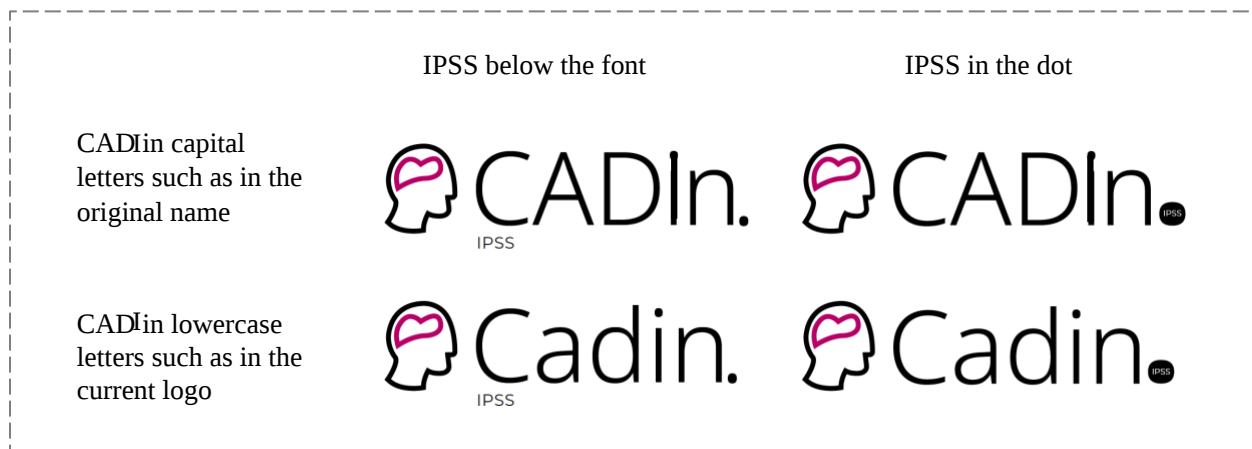


Figure 10 - CADIn logo (second revised version)

One of the second logo options might be considered more suitable for CADIn's rebranding as it incorporates both textual and visual elements that balance tradition with modernity. The slimmer and cleaner font represents a more contemporary approach which appeals to a wider audience. The human head with a heart symbolizes a holistic approach to health, emphasizing emotional well-being alongside mental care, which would address the new target segments who seek comprehensive care.

b. Website

Since the website is the main information source of CADIn, it needs to be redesigned in order to align with the overall new brand image and to showcase the services offered to the new target segments. Thus, the objectives of website redesign are to include the new target segments while also emphasizing online therapy.

Considering the Homepage, the website already presents a section called “Testimonials”. However, the current references are not sufficient nor adequate since they do not appropriately represent the specific concerns and issues of the new segments. Especially for adults, mental health is stigmatized and providing more testimonials can help to demonstrate that therapy is a common and effective means to improve mental well-being. Further, trust is determinant and showing several experiences and opinions from individuals within the new target group, can improve the credibility and trustworthiness in CADIn’s services. CADIn’s current Testimonials page and a benchmark example referring to the organization PIN, can be found in Appendix F2.

Moreover, the organization should highlight the online therapy option on their homepage to immediately draw attention to flexible approaches. This could be done through banners, sliders, or dedicated sections that describe the variety of therapy options available, emphasizing flexibility in terms of time, mode (online or in-person), and type of therapy.

Another improvement will be Segment-Specific-Pages. The website should include individual pages which are dedicated to the needs of each segment. For adults with mental health problems the focus lies on the availability of online therapy. In general, this target group is focused on confidentiality, affordability, and effectiveness. Furthermore, resources to address mental health stigma should be made available. For pregnant women/recent mothers the section should refer to specific services relating to maternity, childbirth, and postpartum support. It should also link to forums or community boards that create connections with local mothers. For the elderly segment, services such as psychological support, and solutions to combat loneliness and social isolation need to be highlighted, as well as a note on contact details such as the telephone number and e-

mail address in order to schedule appointments (since elderly mostly prefer in-person communication).

Furthermore, it is advised for CADIn to include a dedicated section to its website just for online consultation. This would serve as a FAQ section in order to address common concerns about effectiveness, technical requirements and how to communicate with therapists. Additionally, it would help to manage expectations and reduce concerns about using online services. As mentioned above, the Centro Sei organization is a good benchmark for CADIn, and it also provides a useful online consultation page, where it explains how online consultations work, lists the available specialties, and discusses the effectiveness of remote interventions (Centro Sei 2023). It also addresses concerns about the confidentiality of online sessions and provides detailed information on what clients need to access these services. Including such comprehensive and clear information can help set expectations and reassure potential clients, making it easier for them to take the step towards receiving online consultation.

The last suggested advancement is the improvement of the appointment section / first contact with new potential clients. The current appointment scheduling form appears to be quite basic, capturing only essential client information and contact details (Appendix F3). To make it more inclusive for individuals who may be unsure about their mental health needs, CADIn could revise the form. Perhaps include an introductory text mentioning that therapy is a step towards understanding their well-being without having all the answers right now. Questions that can be included in the form can be found in Appendix F4. The open-ended "Observations" section should give a better description to let the individuals know that they can freely express their current situation or concerns. Also, having all this information, CADIn's staff can match clients with therapists on a more personalized way, based on their therapy needs and personal preferences. For instance, when

individuals answer the question about whether it is their first-time trying therapy, the therapists can share more information on what to expect. Such improvements to the form can make it more inviting and supportive for those facing barriers or uncertainty about seeking mental health support.

Implementing a live chat app or online booking system may be not feasible at the moment. Reasons for this would be on the one hand the costs that are required as an investment in technology, and on the other hand it needs more resources such as trained staff.

3.2.4. Internal Stakeholder Management

In order to effectively engage and communicate to internal stakeholders on CADIn's rebranding process, a focused approach on awareness, involvement, training, and development is essential. For awareness and involvement, CADIn should organize internal workshops and presentations. These sessions will help introducing the new brand image and the expanded target segments. Through interactive discussions, employees and management can gain a deeper understanding of the rebranding objectives and how they align with CADIn's mission.

Additionally, CADIn should implement specific internal training programs. These sessions will be tailored to provide staff with the necessary skills and knowledge to effectively engage with the new target segments. It should focus on areas such as understanding diverse mental health challenges, effective communication strategies for different life stages, and the challenges of offering to a broader demographic. This will ensure that all employees, from reception staff to management, can internalize the new brand values and consistently reflect them in their daily interactions and work (Jain, Sneha and Kumar 2018). In order to communicate the rebranding and new services to its external stakeholders, CADIn should develop a clear and consistent communication strategy, which will be explained in the following section.

3.3. Communication Strategy

As CADIn moves from focusing primarily on neurodevelopmental services for children to entering the above-mentioned new segments, a comprehensive distribution and communication strategy is essential. This strategic consideration aims to address the preferences and needs of these diverse groups, which require tailored approaches in outreach, engagement, and service delivery. Emphasizing the importance of trust and credibility in healthcare, the new strategy must also communicate CADIn as a trusted source in these new fields. This chapter outlines the approach to effectively reach these new segments, underlining the need for innovative, sensitive, and inclusive communication methods that matches each group's distinct characteristics and expectations. Five methods have been explored: Medical referrals, word-of-mouth and client referral, digital marketing, collaborations, and community outreach. For each method, the SMART framework (Specific, Measurable, Achievable, Relevant, Time-bound) has been applied to provide CADIn not only with broad ideas but with focused action steps, which helps to ensure that goals are achieved effectively and efficiently.

3.3.1. Medical referrals – “Doctors bring clients”

The primary distribution channel will be medical referrals. In the mental health services sector, the approval of healthcare professionals like doctors and therapists serves as a foundation of trust and credibility. Recognizing this, CADIn should place a significant emphasis on fostering and leveraging these relationships as a primary distribution channel. This strategy involves actively engaging these professionals through a variety of initiatives. Informational seminars can be organized to make them familiar with CADIn's expanded services, highlighting the benefits and effectiveness for new client segments. Collaboration opportunities, such as joint research or shared care plans, to further strengthen this bond, presenting CADIn as a valuable partner in client care.

Additionally, implementing a referral incentive program could be an active acknowledgement of the value these referrals bring. This approach is vital for reaching adults seeking mental health services, as they often rely on the guidance and recommendations of their trusted healthcare providers, which is confirmed by the interviewees. By positioning CADIn as a top-of-mind option for these professionals, they will effectively extend the reach to a wider, yet targeted, audience, ensuring those in need of mental health services receive the best possible care and support. The incentive model can be designed so that for every new client referred, the referring therapist or doctor could receive an increased revenue share, rising from the standard 70% to 80%. This not only acknowledges the value of their referral but also creates a more lucrative partnership.

Table 21 - SMART Goal: Medical referrals

Specific	CADIn will create a Medical Referral Partnership Program, targeting their own but also new local general practitioners, psychiatrists, and therapists to inform them about new mental health services for adults.
Measurable	Aim for a 30% increase in patient referrals from healthcare professionals within the first six months.
Achievable	Organize quarterly informational seminars for healthcare professionals and establish a referral reward system offering an increased revenue share (70% → 80%)
Relevant	Ensure the referral program aligns with CADIn's mission of providing comprehensive mental health care and builds on the trust between doctors and their patients.
Time-bound	Review the effectiveness of the referral program and partnership growth quarterly, with an initial review at six months to assess progress and make necessary adjustments.

3.3.2. Word-of-mouth and referral programs

In the healthcare sector, the power of word-of-mouth should not be underestimated. It serves as a strong distribution channel, particularly in mental health services where personal recommendations play an important role. For CADIn, making use of this power is crucial in

expanding its reach to new segments. Acknowledging the trust and influence of personal recommendations, CADIn should implement a structured referral program, specifically targeting its current clients, the parents, grandparents, or other family members of the children, who have previously or are currently using CADIn's services. These existing clients can act as ambassadors, sharing their positive experiences with potential new clients within their networks, such as friends and family who might benefit from CADIn's expanded services.

To encourage and maximize these word-of-mouth referrals, CADIn should plan to introduce a series of incentives and rewards. It could include discounts on future services for each successful referral. The program would be designed to acknowledge and appreciate the efforts of current clients in spreading the word and creating a sense of community and belonging. Additionally, regular communication through newsletters or personalized messages can keep these clients engaged and informed about CADIn's services or any new developments, thus facilitating continuous encouragement to refer others. By tapping into this network of satisfied clients, CADIn can effectively broaden its client base, reaching those who may not be as accessible through traditional marketing channels but who place great trust in personal recommendations from people they know and respect.

Referring to this holistic approach, for grandparents who frequently spend time in the waiting room, while their grandchildren are in therapy, CADIn should create an engaging and informative environment by providing flyers that offer insights into the expanded services, allowing them to understand the support they offer beyond pediatric care. Moreover, a campaign that could be used to attract this segment using this integrated view, could be called “every child has a grandparent”. This would make them feel like they belong and foment an emotional connection compelling them to try the services. In addition, recognizing their valuable insights, CADIn should encourage them

to share feedback and suggestions about the services, for a deeper sense of involvement and community. Additionally, they should be informed about the referral program, highlighting how they can contribute by connecting others to CADIn's services. Further, they will be offered an open class for them to experience before committing. This approach not only enriches their time but also integrates them as key participants in CADIn's extended healthcare community.

Table 22 - SMART Goal: Word-of-mouth and referral program

Specific	Clearly define the referral rewards, such as a 10% discount on next service for every successful referral or a complimentary workshop pass after three referrals.
Measurable	Set a target number of referrals for the program, like aiming to achieve 50 new patient referrals within the first quarter.
Achievable	Ensure the referral process is simple and accessible, perhaps through a referral card system. Each patient at CADIn receives referral cards that they can hand out to potential new clients. These cards would have CADIn's contact information and a space for the referring patient to write their name. When a new patient presents the card at their first appointment, the referring patient receives a token of appreciation, such as a discount on their next session. (or a small gift?)
Relevant	Ensure the referral program aligns with CADIn's mission of providing comprehensive mental health care and builds on the trust between doctors and their patients.
Time-bound	Set an initial period of six months to monitor the success of the program. During this time, they can track the number of referrals, assess patient feedback, and evaluate the overall impact on new patient enrollment. At the end of this period, CADIn can review the results and adjust the program as needed to improve its effectiveness.

3.3.3. Digital marketing and online presence

In today's digital era, the significance of digital marketing and a strong online presence is important, especially when targeting younger demographics such as new mothers, who are highly active and informed online. For CADIn, embracing digital channels is necessary to effectively reach and engage these segments. The strategy should include social media, content marketing, and search engine optimization (SEO). On social media platforms, CADIn can connect with

potential clients through targeted campaigns, interactive posts, and community-building efforts, which targets the younger audience's preferences for engagement and authenticity. Especially after implementing the rebranding, including the new logo, CADIn should inform their community on their Facebook, Instagram and LinkedIn channels about it and the new services. Content marketing involves creating and sharing valuable content like articles, videos, and infographics. These resources not only inform and educate but also help in establishing CADIn as a leader in mental health and wellness.

Equally important is SEO, ensuring that CADIn's online content ranks highly in search engine results, making it easier for potential clients to find the services they need. This is achieved through keyword optimization, high-quality content, and a client-friendly website design. Acknowledging that CADIn does not have extensive resources, cost-effective strategies might be to use free online SEO tools like Google Analytics for keyword research or find volunteering help from for example the Nova Tech Club. Additionally, the development of comprehensive online resources such as blogs, forums, and informative webinars can serve as platforms for interaction and education. The benchmark organisation PIN, which was mentioned before, serves as a good example for offering those online sources (PIN n.d.). These resources provide a space for potential clients to learn about mental health issues, engage with experts, and connect with others facing similar challenges. By offering these digital touchpoints, CADIn not only broadens its reach but also fosters a sense of community and support, critical in the mental health sector.

Table 23 - SMART Goal Digital Marketing

Specific	CADIn will enhance its digital presence by maintaining active social media accounts, publishing regular content on mental health topics (1-2x per week), and optimizing its website for search engines.
Measurable	Aim to increase social media following by 20% and website traffic by 30% over the next six months.
Achievable	Regularly post engaging and informative content on platforms like Facebook and Instagram and update the website with SEO-friendly content with free online tools for keyword research and collaborate with mental health professionals for content creation.
Relevant	This strategy targets young mothers and other internet-savvy demographics, aligning with CADIn's goal to expand its reach to these groups.
Time-bound	Review and adjust the digital marketing strategy every quarter, with an initial assessment after six months to evaluate effectiveness and make necessary improvements.

3.3.4. Collaborations and Partnerships

As a fourth strategy to target new client segments, CADIn should explore strategic collaborations and partnerships with various organizations. By focusing on alliances with maternity hospitals and prenatal clinics, the organization could connect with expecting mothers and new parents right at the beginning of their journey into parenthood, offering support and resources tailored to their unique mental health needs. These partnerships not only provide a direct channel to reach pregnant women and new mothers but also offer comprehensive care during a critical phase of their lives. Two significant maternity hospitals in Lisbon are Maternidade Alfredo da Costa and Hospital de D. Estefânia in Lisbon (Servicio Nacional de Saúde 2023).

Additionally, CADIn should also focus on partnerships with institutions for the elderly, such as care centers and organizations like Lisboa 65+ (Município de Lisboa 2021). Collaborating with these institutions offers CADIn an opportunity to connect with seniors who may benefit from mental health support and may be hesitant to accept help from unfamiliar doctors or therapists.

Engaging with this demographic in an environment they trust, can extend CADIn's reach to this target segment. Such alliances can do workshops, informational sessions, and direct referrals, that address the unique mental health challenges faced by the elderly. More institutions can be found in Appendix F5.

Table 24 - SMART Goal Collaborations

Specific	CADIn will establish partnerships with maternity hospitals, prenatal classes, and elderly care centers in Lisbon (example: Maternidade Alfredo da Costa, Hospital de D. Estefania, and '65mais')
Measurable	Target to form at least three partnerships in each category within the next six months.
Achievable	Allocate resources for a dedicated team to manage outreach and maintain these partnerships.
Relevant	These partnerships align with CADIn's mission to offer mental health support to diverse age groups, from expecting mothers to the elderly.
Time-bound	Evaluate the effectiveness and impact of these partnerships after one year, adjusting strategies as necessary.

3.3.5. Community Outreach and Education

Integrating community outreach and education into CADIn's distribution strategy is a powerful approach to raise awareness about mental health issues and introduce its expanded services. CADIn can organize a series of community events and educational seminars, serving as platforms to engage directly with the community. These events can range from workshops on mental health, stress management techniques, to discussions on the importance of mental health across different life stages. By providing valuable information and resources, CADIn not only educates the public but also presents its expertise and range of services. These interactions foster a sense of community trust and open new way for reaching potential clients who may not be aware of the available mental health resources. Moreover, such events offer an opportunity for CADIn to receive direct feedback and understand community needs, which helps them in their service development. This method,

however, includes adequate planning. It involves inviting CADIn's doctors and therapists to participate as speakers or facilitators, which can be approached by highlighting the benefits of community engagement for professional development and client outreach. Considering budget-friendly approaches, CADIn should either try to make these events online, such as their coaching classes, or use its own facilities, if suitable, or in community centers, schools, or local halls. CADIn could implement those events in January and August, where clinical demand is low.

Table 25 - SMART Goal Community Outreach and Education

Specific	CADIn will organize a series of community events and educational seminars on mental health topics, utilizing its own staff as speakers and facilitators.
Measurable	Host at least two events each in January and August, aiming to reach a combined total of at least 500 attendees across these events.
Achievable	Utilize CADIn's facilities, or partner with local community centers, schools, and halls for event spaces.
Relevant	These events are aligned with CADIn's goal to raise mental health awareness and showcase its services to the community.
Time-bound	Assess the impact of these events, including attendee feedback and subsequent client inquiries, after each event series in January and August.

3.4. Evaluation

In general, for CADIn's expansion and distribution strategy, the evaluation and feedback methods play a crucial role in ensuring the effectiveness and continuous improvement of these initiatives. It's essential to regularly monitor and assess the impact of every strategy, such as medical referrals, community outreach, and digital marketing efforts. Methods for gathering feedback could include satisfaction surveys from the events and analysing engagement metrics on digital platforms. By systematically collecting this feedback, CADIn can gain valuable insights into what is working and what might need adjustment.

To conclude on CADIn's rebranding and communication strategies, it's essential to revise all elements through the 5P's framework, which is a comprehensive and reflecting strategic approach to market engagement and can be found in following table. The diverse service offerings, including teleconsultations, specialized individual as well as group sessions, are tailored to meet the varied needs of each target segment. The placement of these services, both online and in clinics, ensures accessibility and convenience, resonating with the rebranding focus and the modern healthcare consumer's expectations. The promotional strategies ranging from digital marketing to community collaborations are designed to engage specific demographics and reinforce the new brand image. Moreover, the incorporation of medical referrals and client referrals are a key component of the promotion strategy across all service segments presenting the high value of trusted recommendations, which are especially impactful in mental health services. Prices for new services were adjusted to existing prices as well as benchmark prices, maintaining brand integrity and market competitiveness. Lastly, the expertise and dedication of CADIn's people, from therapists to support staff, are most important in implementing this rebranding, ensuring that each interaction reflects CADIn's values. The importance of the people behind CADIn's services, focusing on their expertise, the quality of care they provide, and their ability to build meaningful relationships with clients is crucial for CADIn.

Table 26 - 5P Framework

	Adults with mental health problems	Pregnant women and new mothers	Elderly
Product	Individual Teleconsultations including (1) Psychiatry and (2) Psychology/Neuropsychology for emotional and psychological support to adults that have flexible working schedules	(1) Individual therapy sessions (Psychiatry, Psychology, Neuropsychology) for emotional and psychological support, (2) "Baby Days" group sessions, (3) workshops (e.g. breastfeeding)	(1) Individual therapy sessions (Psychiatry, Psychology, Neuropsychology) for emotional and psychological support, (2) Special Geriatric psychology services (for aging-related conditions)

			like Dementia, Alzheimer, depression, anxiety, and sleep disorders), (3) Group sessions
Price	(1) First consultation 110€/Follow up 85€ (2) First consultation 75€/Follow up 65€	(1) Individual = First consultation 75€/Follow up 65€ (2) Baby days= 30€ (3) Workshops = 30€	(1) Individual normal = First consultation 75€/Follow up 65€ (2) Specialist = First consultation 95/ Follow up 75€ (3) Group = 30€
Place	Online Platforms	CADIn clinics and potentially online platforms	CADIn clinics
Promotion	Digital marketing strategies to highlight convenience and safety of online therapy Medical referrals + Client referral	Collaborations with maternity institutions and health care providers Social Media Engagement Medical referrals + Client referral	Relationships / collaborations with senior centres and health care providers Community outreach programs Flyers and interaction for waiting rooms Medical referrals + Client referral
People	Experienced existent therapists • who do both online and in-person consultations • have adult clients in majority and who are comfortable with remote consultations • have skills in building trust and understanding, crucial for this demographic often hesitant about seeking therapy	Experienced existent therapists • who are trained to support the unique emotional and psychological challenges in maternity, childbirth, and postpartum support	Existent therapists but also new geriatric psychologists and psychiatrist (“key doctors”) who have a strong reputation and an established client network • all professionals should be skilled in addressing aging-related conditions and in empathetic relationships with elderly clients, ensuring a sense of security and understanding in their care

4. Conclusion

To answer the main research question: "How can CADIn optimize spare capacity to generate surplus revenues?", a thorough analysis was presented across various chapters of this thesis.

An analysis of CADIn's past and current performance showed that while physical space remains crucial for CADIn's current service offerings, the exploration of additional methods, such as online consultations, is imperative. Specially because it was also revealed that to achieve full efficiency, CADIn needs to increase its current number of monthly appointments by 45%, necessitating an addition of approximately 2088 clients per month.

Market research has identified key demographic trends and emerging needs, such as the aging population, challenges faced by new mothers, and the rise of telemedicine. These insights, paired with a thorough benchmark analysis and market sizing efforts helped to develop tailored initiatives, including specialized geriatric care, support programs for new mothers, and enhanced telemedicine services. By following Centro Sei's approach of marketing and promoting online services, through a structured and client-friendly website, CADIn will be able to increase the number of teleconsultations. In terms of specialized services for new mothers, it was concluded that the Clinica Amamentos' model, which provides a wide range of consultations and seminars for mothers, must be studied, and followed.

The development of a comprehensive Go-to-Market Strategy was another pivotal aspect of this project, focused on effectively reaching and engaging with the newly identified segments. The two most important promotional strategies are medical referral and client referrals, representing the importance of trust and personal recommendation in healthcare services. Moreover, CADIn should implement digital marketing strategies, collaborations and partnerships with local healthcare provider and community outreach events.

Finally, in the financial implications chapter, a meticulous investment analysis is presented. This study considers various utilization scenarios and their impact on future net income, evaluating the feasibility, risks, and potential returns of each strategy. Although this approach might appear profit-oriented, prioritizing marketing and investment expenses over immediate contributions to Bolsa Social is a strategic choice. This decision is projected to yield higher future profits, thereby increasing the present value of contributions over CADIn's lifespan and amplifying its social impact.

To conclude, CADIn should optimize spare capacity and generate surplus revenues, by primarily focusing on expanding service offerings and strategically targeting new market segments. Key initiatives include specialized geriatric care, support programs for new mothers, and the expansion of online therapy services. These initiatives are designed to effectively utilize CADIn's resources, especially in underused morning hours, and respond to shifting community needs.

5. Recommendations

Based on the research findings and analysis, the following recommendations are proposed for CADIn in order to optimize its spare capacity and generate surplus revenues, by focusing on each new target segment as well as operational and technological changes. An implementation plan and KPI's will be presented in the following as well.

5.1. Segment-Specific Recommendations

5.1.1. Elderly

Table 31 – Elderly Recommendations

Strategy for Entry	Service Adjustments	Marketing and Promotion
- Find geriatric therapists - Reach out to community and local healthcare providers to promote new services - Educate staff	- Introduce specialized treatments for conditions like dementia, Alzheimer, depression, anxiety, and sleep disorders commonly associated with aging - Implement new services such as group therapy sessions	- Implement targeted marketing campaigns to reposition CADIn as a trusted provider of geriatric care - Focus on medical referral - Highlight commitment to elderly mental health on the website and through community engagement initiatives - Develop marketing materials like flyers and actively inform target group in waiting areas

5.1.2. New Mothers/Pregnant Women

Table 32 – New Mothers Recommendations

Strategy for Entry	Service Adjustments	Marketing and Promotion
- Reach out to community and local healthcare providers to promote new services - Educate staff on addressing the emotional and	- Draw inspiration from Clínica Amamentos about their range of services - Focus on individual therapy sessions - Implement "Baby Days" group sessions as a	Tailor marketing efforts to reach new and expectant mothers, emphasizing the availability of specialized motherhood-related services and group sessions

psychological aspects of motherhood	community platform for mothers • Offer workshops related to parenting topics	• Use digital marketing (regular social media posts) and community outreach to increase awareness and accessibility. • Focus on client referral
-------------------------------------	--	--

5.1.3. Teleconsultations for adults with mental health problems

Table 33 – Adults Recommendations

Strategy for Entry	Service Adjustments	Marketing and Promotion
• Enhance online presence and present the process for clients to connect with teleconsultation services • Target Portuguese expatriates in Europe and Asia, leveraging time zone alignments	• Draw inspiration from Centro Sei • Improve website functionality to show online consultations, ensuring ease of scheduling and access • Clearly present the range of teleconsultation specialties	• Develop a comprehensive digital marketing strategy to promote teleconsultation services • Focus on online visibility and utilize social media platforms to reach a broader clientele, especially targeting busy professionals and individuals in remote areas • Focus on client referral

5.2. Cross-Segment Recommendations

5.2.1. Operational Changes

Table 34 – Operational changes Recommendations

Operational area	Description of Change	Objective
Clinical Staff Training	Implement comprehensive training focused on elderly care and maternal mental health, including handling doctor referrals	To equip staff with the skills needed to reach to the diverse needs of new segments
Improved Service Coordination	Improve the coordination of services for mornings and afternoons, especially teleconsultation, in order to schedule efficiently and use resources	To enhance operational efficiency and manage increased client flow effectively

Flexible Work Models	Introduce flexible work models (home-office) for therapists and support staff to meet the demands of expanded services	To provide services at times convenient for clients, especially those referred by doctors & provide flexible workforce
Better use of Saturdays at Cascais	When promoting the new services, make sure to use this timetable as it is one with the lowest utilization rates	To optimize the utilization of units and unlock unrealized potential
Recruitment of New Staff	Actively recruit additional therapists and mental health professionals for the new services but also for the existing services	To manage the increased client load and ensure specialized care for new segments
Building Collaborations with Doctors	Develop relationships with doctors and healthcare providers and also create a steady referral system	To establish a consistent referral pipeline and reach broader clientele

5.2.2. Technology and Innovation

Table 35– Technology Recommendations

Technological area	Description of change	Objective
Website Development and Rebranding	Find service provider for rebranding and website development to implement changes that were proposed (display dedicated pages for new segments, new logo, new value proposition, new first appointment form and include a system for appointment reminders to avoid cancellations)	To effectively present CADIn's new branding image. Showcasing its expanded services and establishing its identity as a comprehensive mental health provider for diverse segments and ages
Staff Technical Enablement	Provide staff with essential technical equipment and software for conducting online consultation (might include high-quality webcams, microphones, and robust training in utilizing digital tools and platforms effectively)	To ensure that staff are fully equipped to deliver proficient high-quality online consultations, enhancing the overall service experience

5.3. Implementation Plan

The proposed strategies contain several different steps that result ultimately in an extensive version of the plan, advised specifically for CADIn. Thus, it is important to have a clear step-by-step action plan for these strategies, with realistic timelines, divided into short-term, medium-term and long-term. Moreover, considering the resource allocation and the current tools available, the plan needs to be accounted for technological, personnel or other subjects. The figure below presents the roadmap within a time horizon of 3 years.

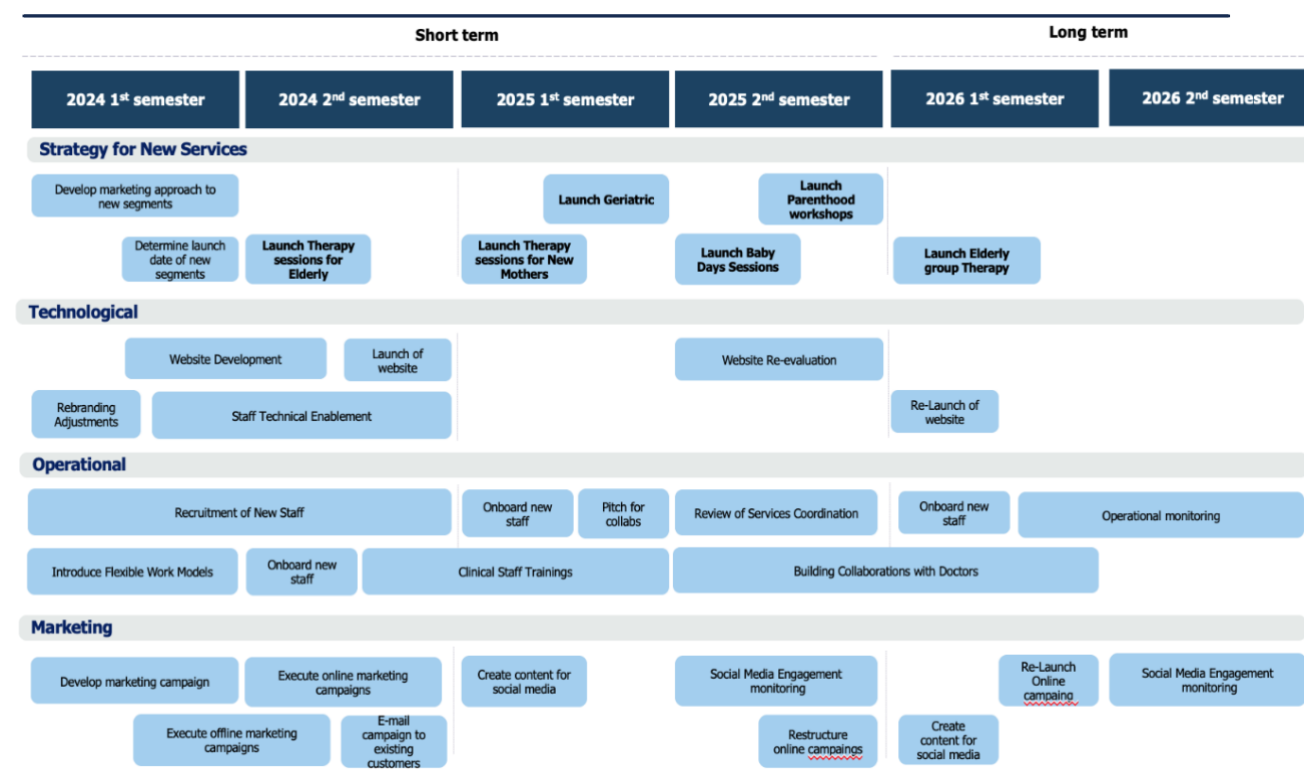


Figure 18 – Strategy Roadmap to implement

5.3.1. Key Performance Indicators

Along with the implementation plan across time, the KPIs (Key Performance Indicators) are presented in the table below. These were developed to measure and guarantee the improvement of the operations, and the efficiency of the project's adoption. It will make sure that CADIn stays aligned with the objectives proposed for a better service and organizational expansion.

Elderly	New Mothers or Pregnant Women
• Number of Geriatric Therapists or doctors: at least 2 in the first year • Clinical acts: achieve at least 300 clinical acts on this segment within the first year	• Client Acquisition: aim for a 15% increase per quarter • Clinical acts: achieve at least 127 clinical acts on this segment within the first year
Teleconsultations	Cross-Segment
• Online Presence: target for a 30% increase on website traffic in six months • Clinical acts: achieve at least 3070 clinical acts on of teleconsultations within the first year	• Operational Efficiency: aim for an average increase of 12% utilization rate per year • Financial Metrics: target a 25% year-over-year overall revenue growth

Figure 19 – Summary of the KPIs

5.3.2. General advises and considerations for the future

As previously stated, a number of strategic solutions were taken into account and examined in order to address CADIn's present problem. The establishment of nutrition services, the creation of a platform that would enable medical professionals to provide their services through a "marketplace," leasing space, and launching a kindergarten/Creche were all ideas that were taken into consideration but were ultimately determined to be unfeasible because of related constraints.

All of the options mentioned above may be employed at CADIn in the future; they were rejected for now, since they seemed less feasible. Still, there is the opportunity for improvement, so these are ideas are worth to consider in the future.

Finally, based on everything mentioned throughout this project, the current chapter proposes the actual strategy that the consulting team advises CADIn to follow. This should ensure a steady improvement of the organizations operations and results. The actions mentioned will help the organization to seize the opportunities, expand its social mission, anticipate the challenges ahead and enhance its outcomes. Nonetheless, it is imperative for CADIn to continuously adapt to the trends in the market and the resources available, while searching for new insights.

6. Limitations

Regarding the methodology, one limitation of this project is that not enough data was gathered to fully capture the new markets. Unfortunately, due to resource restrictions, the survey did not yield enough responses.

One specific challenge for CADIn was also discovered, which is the need to implement new strategies is the recruitment of specialized therapists. The limited availability of specialists creates a competitive and time-intensive recruitment process. CADIn's nature of being non-profit, may limit its ability to offer competitive salaries compared to the private sector. Particularly in the field of geriatric physical therapy (where CADIn has already tried to enter in the past), the recruitment of the staff with right profile is a must. Even though the vital importance of selecting a specialist for the success of this implementation is recognized, it is acknowledged that selecting a specific profile falls outside the scope of this project. This decision remains under those responsible for CADIn.

Regarding the gap assessment, another limitation is the lack of detailed information on appointments per doctor, which could have provided a more accurate analysis of the supply occupation rate. This project relied on the provided schedules to evaluate service provider availability and utilization, which might not be entirely representative of the actual service provision scenario. For instance, there are staff members whose work at CADIn may not be fully captured in these schedules.

Finally, both the market size and financial chapter rely on previously stated assumptions and its limitations are discussed along with their introduction. Therapy use goes far beyond clinical cases, and there is a clear limitation in defining the spectrum whether a person is a possible target or not to CADIn. Moreover, the financial implications, although backed by data from the market size

analysis, and creating a scenario analysis correlated with both capacity and market size, might be insufficient to predict revenues for the next 5 years, as there are multiple factors affecting these.

A possible future research opportunity could involve a study on transforming CADIn's online services it into a hub for mental health consultations. In this evolution, CADIn assumes responsibility for marketing and technological costs while acting as a bridge, connecting clients with mental health specialists around the world. For a more conservative approach, CADIn could explore the implementation of a nutritional program to complement its holistic oriented treatments.

7. References .

- Bandelow, Borwin, and Dirk Wedekind. 2022. "Internet psychotherapeutic interventions for anxiety disorders - a critical evaluation."
- BetterHelp. 2023. *Online Therapy - Get started*. <https://www.betterhelp.com>.
- CADIn. 2023. *Schedule an appointment*. <https://cadin.net/en/schedule-an-appointment/>.
- CADIn. 2023. *Testimonials*. Accessed October 18, 2023. <https://cadin.net/en/testimonials/>.
- Centro Sei. 2023. *Consultas Online*. Accessed November 3, 2023. <https://www.centrosei.pt/consultas-online>.
- Clínica Amamentos . n.d. *Clínica Amamentos* . <https://amamentos.pt/consultas/especialidades-medicas>.
- Clínica Amamentos. n.d. *Clínica Amamentos Especialidades Medicas*. <https://amamentos.pt/consultas/especialidades-medicas>.
- Henninger, Claudia . 2019. "The effects of rebranding on customer-based brand equity." *International Journal of Business and Globalisation* 22 (1): 91-109.
- Jain, p, M Sneha, and N Kumar. 2018. "Rebranding: Strategies to Internalise the New Brand." *Asian Journal of Research in Business Economics and Management* 140-149.
- Keller, Kevin Lane. 1993. "Conceptualizing, Measuring, Managing Customer Based Brand Equity." *Journal of Marketing* 1 (57): 1-22.
- Kotler, Philip, and Kelvin Lane Keller. 2016. *Marketing Management*. Vol. 15. Edinburgh: Pearson Education.
- Kramer, Nora. 2017. *Psychology of Color: 95% of the Top Brands Only Use One or Two Colors in Their Logo Designs*. 8 August. Accessed November 16, 2023. <https://norakramerdesigns.com/psychology-color-95-top-brands-use-one-two-colors-logo-designs/>.
- Krisprimandoyo, Agung. 2015. "Corporate Rebranding: A Literature Review." *The Second International Conference on Entrepreneurship*.
- Lim, Ji Hye. 2018. *Regional Differences of Mental Health Status and Associated Factors: Based on the Community Health Survey*. Osong Public Health Res Perspect.
- Lomax, Wendy, and Martha Mador. 2006. "Corporate re-branding: From normative models to knowledge management." *Journal of Brand Management* 14 (1).
- Lusiadas, Hospital. n.d. *Website Lusíadas*. https://www.lusiadas.pt/hospitais-clinicas/hospital-lusiadas-lisboa/servicos/unidade-saude-mental?utm_medium=search&utm_source=google-search&utm_campaign=ao---lusiadas-lisboa&utm_content=sem&gclid=CjwKCAiAxreqBhAxEiwAfGfndKzGkXNmR-ca7QO442zWflhI6K_UfQcvga.
- Miller, Dale, and Bill Merrilees. 2008. "Principles of corporate rebranding." *European Journal of Marketing*.
- Miller, Dale, Bill Merrilees, and Raisa Yakimova. 2013. "Corporate Rebranding: An Integrative Review of Major Enablers and Barriers to the Rebranding Process." *International Journal of Management Reviews* 16 (3): 265-289.
- Miller, Debra. 2019. *Building Better Organizational Rebrands: Exploring the Employee Viewpoint*. Doctor of Business Administration, City University of Seattle: ProQuest LLC.
- Município de Lisboa. 2021. *Lisboa tem um plano para si*. <https://65mais.lisboa.pt/#c2355>.
- Muzellec, Laurent, Manus Doogan, and Mary Lambkin. 2003. "CORPORATE REBRANDING - AN EXPLORATORY REVIEW." *Irish Marketing Review* 16 (2): 805.

- n.d. *Centro Sei website*. <https://www.centrosei.pt/consultas-online>.
- PIN. 2023. *Testemunhos*. Accessed October 18, 2023. <https://pin.com.pt/en/testemunhos/>.
- PIN. n.d. *PIN website*. <https://pin.com.pt/intervencao-a-distancia/>.
- Pordata. 2023. *Nados-Vivos de mães residentes em Portugal*.
- Shou, Songting, Shengyao Xiu, Yuanliang Li, Zhang Ning, and Junhong Wang. 2022. "Efficacy of Online Intervention for ADHD: A Meta-Analysis and Systematic Review."
- Stowell Associates. 2022. "Stowell Associates." *4 Future Trends in Senior Care*. 31 de October. <https://stowellassociates.com/current-trends-in-geriatric-care/>.
- Tian, Qian. 2016. "Intergeneration social support affects the subjective well-being of the elderly: Mediator roles of self-esteem and loneliness." *Journal of Health Psychology* 21: 1137-1144.
- United Nations. 2022. *Maternal mental health*.
- Website, Hospital Lusíadas. s.d. https://www.lusiadas.pt/hospitais-clinicas/hospital-lusiadas-lisboa/servicos/unidade-saude-mental?utm_medium=search&utm_source=google-search&utm_campaign=ao---lusiadas-lisboa&utm_content=sem&gclid=CjwKCAiAxreqBhAxEiwAfGfndKzGkXNmR-ca7QO442zWflhI6K_UfQcvga.

8. Appendices

8.1. Appendix A: Overview of CADIn's Mission, Vision, Values

Appendix A1: *Relevant topics that characterize the organization*

Mission	The goal is to make the lives of individuals with neurodevelopmental disorders easier, by allowing for a smooth integration into society by providing long-term support to their clients. Moreover, they promote education for the community.
Vision	CADIn strives to position itself as a reference center accessible to everyone in the treatment and study of neurodevelopmental disorders. It wants to establish itself as a premier resource for support for these individuals, their families, and society in general.
Areas of Expertise	CADIn has several areas of expertise, including clinical activity, training, social intervention, and research among others. The organization provides treatment and long-term support for the clients and their families. Furthermore, they offer other options such as training courses, seminars and some products with the intent of collaborating with all the stakeholders to promote understanding about these disorders.

Social Problem

People that are impacted by these disorders suffer with lack of knowledge, opportunities and proper healthcare associated. They especially struggle with the limited access to resources and stigma attached to these problems.

Social Intervention

The organization is deeply committed to addressing social problems. To face these problems, CADIn has a strong social mission to treat while fostering inclusion in society those who suffer from development disorders.

As a part of their social intervention area, one of CADIn key initiatives, is the Social Grant or “Bolsa Social”. This funding assists families with limited or insufficient income by sharing the cost of therapeutic care for families on insufficient income. This fund relies on donations to support a portion of the expenses of medical treatment and therapy for these individuals and families.

Beneficiaries

When it comes to beneficiaries these are both direct and indirect. Direct clients include children, teenagers, and adults that live with neurodevelopment disorders. Indirect beneficiaries involve families, schools, and businesses that closely interact with the directly affected and aim to enhance their role in facilitation the inclusion of these beneficiaries in society.

8.2. Appendix F: Go-To-Market Strategy

Appendix F1: CADIn Testimonial Website



Appendix F2: Best Practice Testimonial Website PIN



Appendix F3: CADIn's current first contact/scheduling an appointment form

Schedule an Appointment

Fill out the form with your data, send it, and wait for our contact to confirm the appointment.

Patient Information

Name *

Date of Birth *

Contact Details

Name *

Mobile Phone *

Email *

Service you want to schedule *

Location *

Observations

☐ I want to receive new information about CADIn.

☐ I have read and accept the Personal Data Protection Policy.

SEND REQUEST

Appendix F4: Questions for revised first contact form

- What type of therapy are you looking for: Answers: Individual (myself), Teen/Children
- How would you like to have your therapy? Answers: Online, In-Person, Both
- Have you ever been in therapy before? Answer: Yes, No.
- Dropdown with/or include options: What led you to consider therapy? Possible answers: I've been feeling depressed, anxious or overwhelmed, My mood is interfering with my job/school performance, I struggle with building or maintaining relationships, I can't find purpose and meaning in my life, I am grieving, I have experienced trauma, I need to talk through a specific challenge, I want to gain self-confidence, I want to improve myself but I don't know where to start, Recommended to me (friend, family, doctor), Other (BetterHelp 2023)

Appendix F5: *Collaboration Partners for CADIn*

Maternity hospitals/clincs/centers	Eldery/Community Centers
Lisbon	
• Alfredo da Costa Maternity • Hospital da Luz Lisboa • Hospital Lusíadas Lisboa • Mummy Tummy • Doulas de Portugal (Platform/union)	• Momentus Senior • Sociedade Espanhola de Beneficência • Lar de Idosos Lisboa - Bocage Senior Residence
Cascais	
• Hospital de Cascais • Hospital CUF Cascais • A minha enfermeria parteira (Platform) • Clínica Nascer - Obstetricia	• Espaço Sénior/Centro de Convívio do Bairro do Rosário • Cascais Jardim • Libervita Senior Residence
Setúbal	
• Aldeia dos Pinheiros • Mãe Vida – Centro Materno Infantil • Hospital da Luz Setúbal • Clínica Mãe Bebê	• League Of Friends Of Senior Citizens • M.H.A.S. - Centro Geriátrico, Lda • Associação de Socorros Mútuos Setubalense • Jardins de São Luís