



A Barragem Field Lab

Business Plan of a Luxury Rehab Centre

Work project carried under the supervision of:
José Miguel Pita

3-01-2021

ABSTRACT

This project is a follow up of the work developed by Nova SBE, A Barragem and Vanguard Sphere to build a business plan for the creation of a 5-star addiction recovery clinic in Portugal. Although the concept of the new clinic is already defined in general lines, there are still topics that need to be addressed to build a more accurate business plan. Therefore, the output of this work is a recommendation on the price that will be charged to customers, a plan to ensure a minimum occupancy rate and a study of the financial impact of the project.

KEY WORDS

“Business Plan”, “NGO and Private Sector Engagement”, “Luxury rehab”, “Pricing Strategy”, “Marketing Approach”, “Investment Analysis”, “Circular Economy”

ACKNOWLEDGEMENTS

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AGENDA

Sections	Research questions	Methodology
0 Context	What are the key problems to address? > What are the main problems faced by <i>A Barragem</i>? > What are the key takeaways from the last work project?	> Client information > Previous thesis
1 Price Setting	What is the optimal price that should be charged to customers? > What is the sensitivity of clients to price? > What is the minimum and maximum price the clinic can charge to customers? > How to position according to price range?	> Literature review > Interviews to clinics > Benchmark
2 Occupation Rate	How can the new clinic ensure an occupation rate that is healthy for its sustainability? > What are the strategies to reach health professionals? > How to reach potential clients? > Which occupation rate should the clinic expect to have?	> Client information > Benchmark > MOU
3 Financial Planning	Is the project financially viable and attractive? > What are the costs of the project? > How does the NGO benefit from this enterprise? > What is the financial impact to all the different stakeholders?	> Literature review > Interviews to clinics and psychiatrists
4 Road Map	What are the next steps to take? > What are the initiatives that need to be completed before the clinic's opening? > Who is in charge of each initiative, <i>Vanguard Sphere</i> or <i>A Barragem</i>? > How are the initiatives distributed over time?	> Client information

Chapter 0: Context

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The current value proposition of *A Barragem* is focused on preventing, treating and rehabilitating people with addictions

A BARRAGEM

— "*A Barragem*" is the Portuguese Foundation for the Study, Prevention and Treatment of Addictions

— Founded in 1986 by Santa Casa da Misericórdia

— Headquartered in Cascais

MISSION



Study, prevent and treat addictions. Promote mental health. Provide care, in an articulated and networked way, centered on the person, aiming at excellence.

VISION



To be an entity of national and international reference in the scope of the dependencies and the promotion of health.

VALUES



Transformation
Respect
Ethics
Transparency

LOCATIONS



They have three units: an outpatient treatment center (Cascais), a supportive community (Barragem) and a rehabilitation apartment (Casa Amarela)

TEAM



Manuel Andrade
Executive Board
President



António Coelho
Executive
Administrator

Sources: "Sobre Nós." BARRAGEM - F.P.E.P.T.D, October 19, 2020. <https://www.dependencias.net/sobre-nos/>.

A Barragem's purpose is at risk due to a problem of financial sustainability

FINANCIAL SUSTAINABILITY

- **75% of the A Barragem income comes from public subsidies** (social security, ARS). The other 25% of income are donations or paid by the beneficiary.
- **State subsidies are frequently delayed** and have abrupt unexpected decreases.
- The **uncertainty about the funds** constrains budgeting, investment decisions and cost controls – always conservative approach.
- Wages account for about 70% of overall expenditures.

RECOMMENDATIONS

Having the leeway to handle the short-term treasury better

Need to be less reliant on public funds - 75% of total revenues

Less reliance on the public sector can not pose a risk to social care

SOLUTION : FINDING A NEW SOURCE OF REVENUE TO CREATE SELF - SUSTAINABILITY

Build a new luxury unit in Santarém

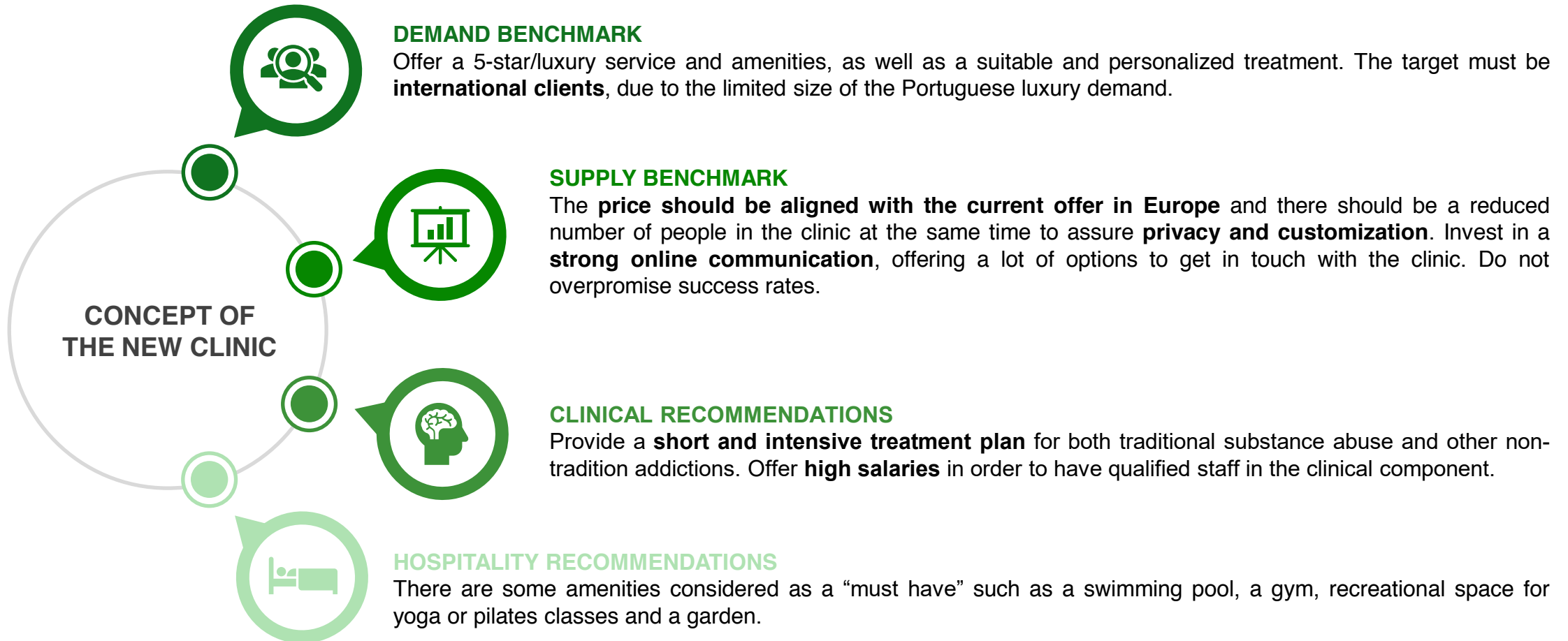
- > Explore health tourism in Portugal
- > Build a combination of Hotel & private clinic
- > Target wealthy individuals demanding the product
- > Leverage over the quality of the team



> **Vanguard Sphere will be assuming the bulk of risk.** A Barragem will be responsible for providing clinical service in the new clinic, thus being entitled to a prize.

> There will be an **initial investment of 2,7 M €.**

Although it might still suffer changes, the concept of the new clinic has already been defined in general terms



However, there are still topics that need to be developed in order to build a more accurate business plan

TOPICS TO FURTHER BE EXPLORED AND DEVELOPED



Define the **price** that will be charged to customers



Guarantee the clinic will have a minimum **occupation rate**



Study in detail the **financial impact** of the project

Chapter 2: Occupation Rate

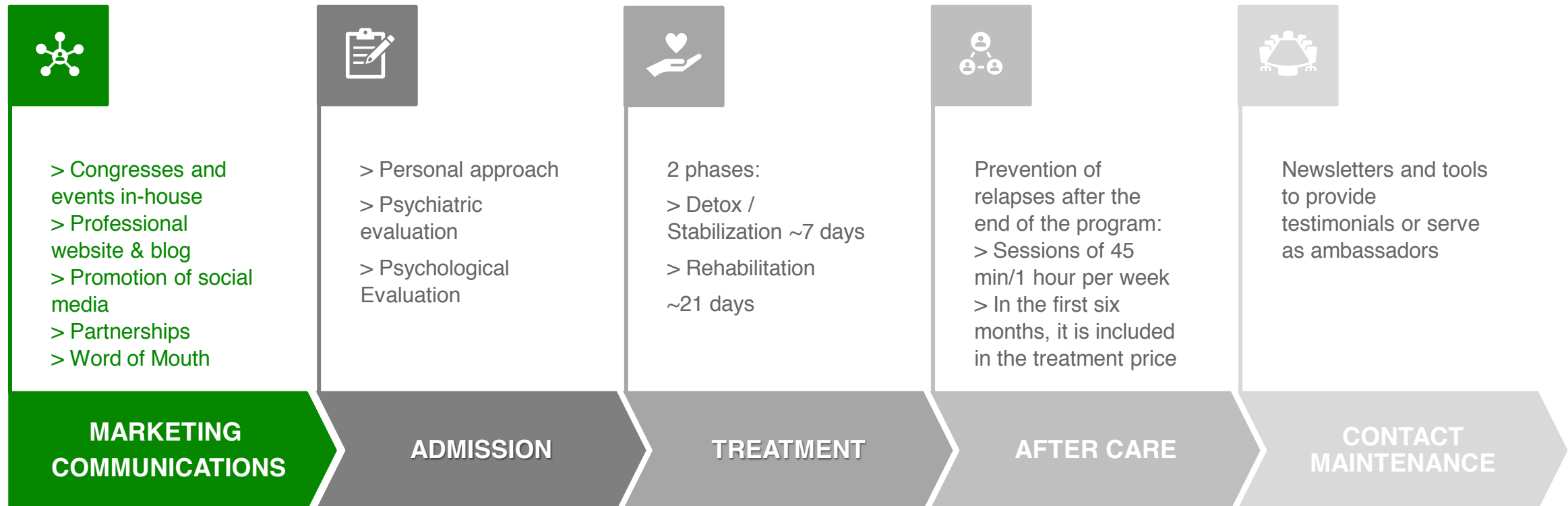
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Chapter 2: Occupation Rate

Sections	Research questions	Methodology
2 Key Question	How can the new clinic ensure an occupation rate that is healthy for its sustainability?	> Customer journey
2.1 Push Referrals	What are the strategies to reach health professionals? > What are the perks of hiring a Managing Director? > What are the most important congresses and events to attend? > What insights can be retrieved from the various interviews with psychiatrists?	> Benchmark > Literature review > Interviews to psychiatrists
2.2 Pull Clients	How to reach potential clients? > What are the perks of hiring a Marketing Manager? > Which channels can a potential client use to look for treatment? > Which useful partnerships can be established?	> Benchmark > Literature review > Interviews to clinics
2.3 Occupation Rate Estimate	Which occupation rate should the new clinic expect to have? > What strategies are being used by our competitors? > What is the expected occupation rate?	> Benchmark > Literature review > Interviews to clinics

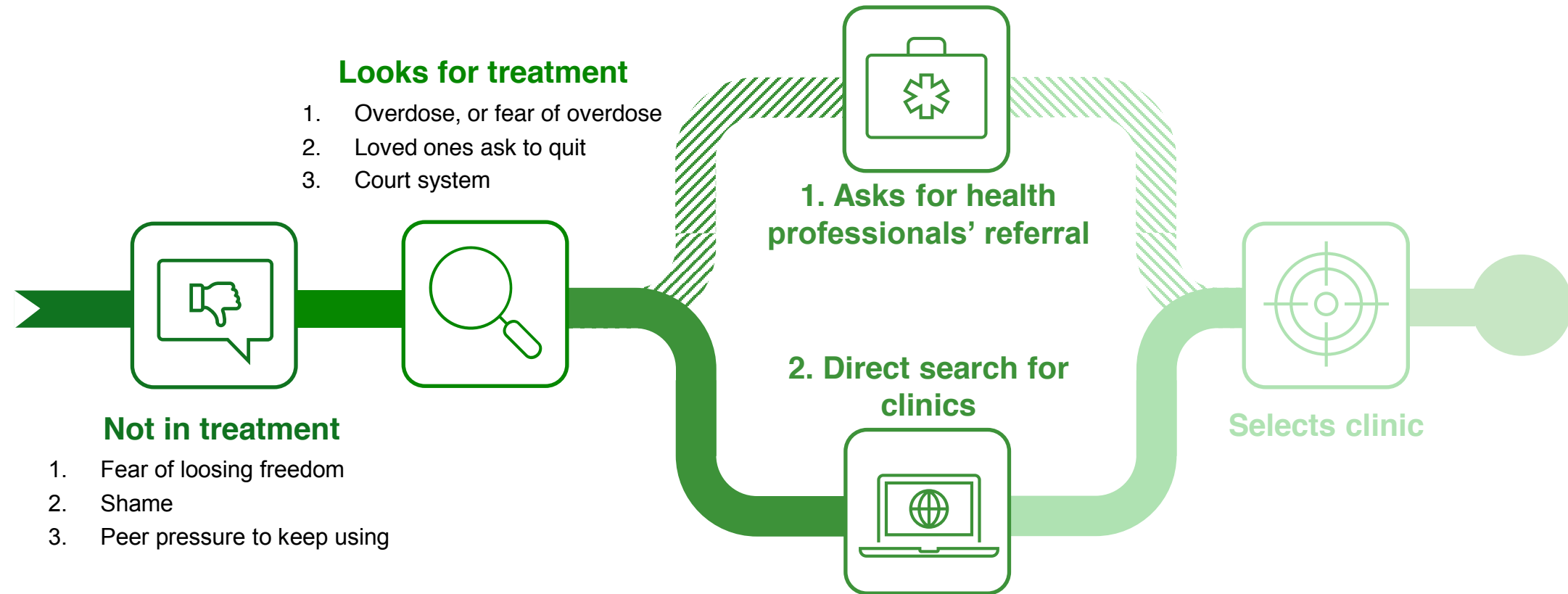
The development of Marketing Communications will lead to the first phase of the customer journey

Customer Journey



Source: "Tratamento." BARRAGEM - F.P.E.P.T.D, October 19, 2020. <https://www.dependencias.net/admissao/>

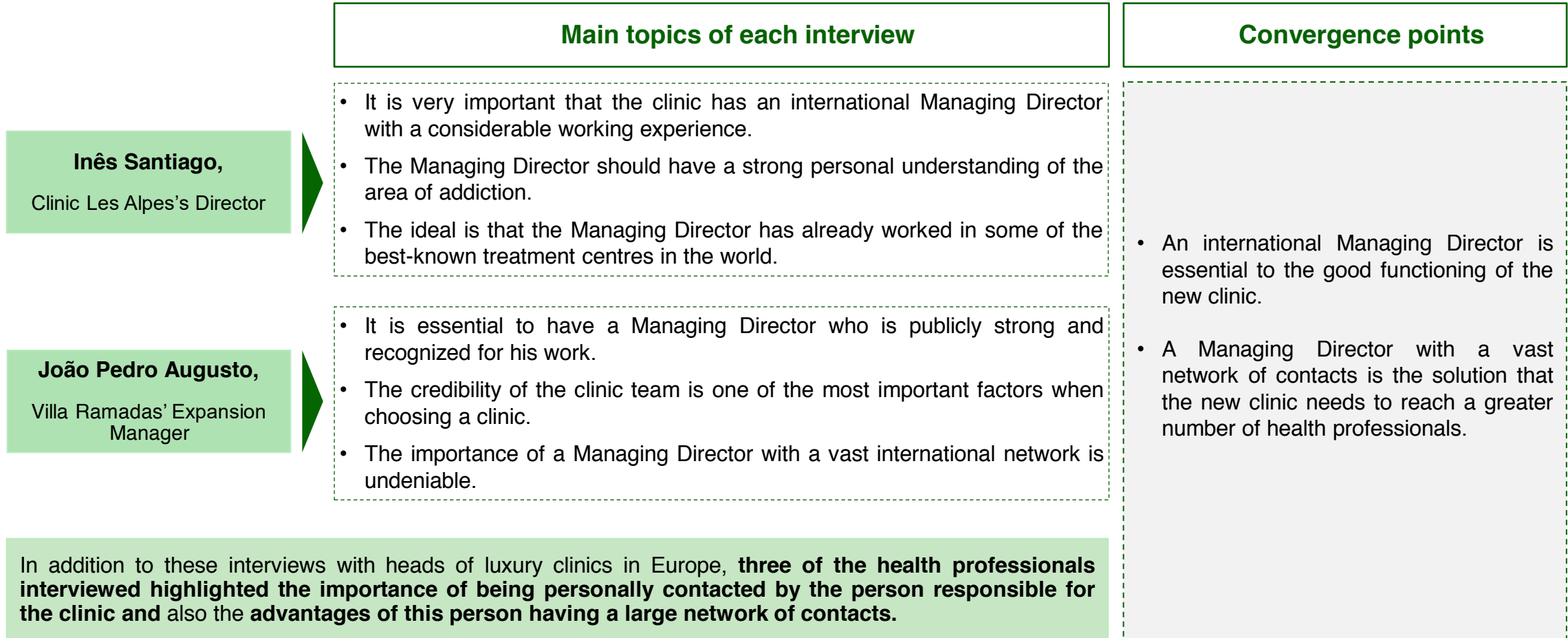
Usually, patients select a clinic for their treatment based on a professional's recommendation or through their own research



There are 2 common ways for a client to choose a clinic: either he/she may **ask for a health professional** recommendation or he/she can **search directly for treatment** (through websites, phone calls, etc). Clients can also choose a clinic based on **Word of Mouth (WOM)**. Although it is one of the most powerful ways to make a client choose a certain rehab centre, **WOM only arises over time** when patients start sharing their positive experiences in the clinic with friends and family.

Source: Fletcher, Anne M, 2013, *Inside Rehab*

Interviews with heads of luxury clinics led us to realize the importance of hiring a Managing Director



Source: Appendix slide 90 and 91

Hiring a Managing Director with a large international network is the best solution to reach health professionals

Push Referrals Recommendation: Hire a recognized Managing Director

Like other benchmark clinics ...



Marieva Healthcare

GREECE



Kalliroe Fragkou,
Psychologist & Pharmacologist,
Managing Director



Ibiza Calm

SPAIN



John Mckeown,
Psychotherapist,
Managing Director

... it is essential to hire a Managing Director whose functions are ...

- > Build a vast network of health professionals
- > Be present at congresses and events in-house
- > Promote the clinic internationally
- > Establish important contacts in other countries

... and whose desired background is ...

- > Recognized both nationally and internationally
- > Has a large international network
- > Has a degree in psychiatry, psychology or a related area and has a considerable working experience
- > Speaks fluent English. Speaking Portuguese or any other language is an advantage

> Hiring a recognized Managing Director with a large network of contacts is a great option **to reach a higher number of health professionals**, so that in the future they can recommend the clinic to their patients.

> **A Barragem will be responsible for finding the ideal Managing Director for the new clinic.** The combination of contacts from *A Barragem* and the network of contacts of the Managing Director, will lead to the clinic reaching a larger number of health professionals.

Source: Clinic Websites and Cold Calls

Both attending conferences and organizing in-house events are two ways to increase the clinic network of contacts

The presence at congresses and the organization of events in-house ...



iCAAD

iCAAD has already taken place in several European countries, being most popular congress in Europe.



EUROPEAN CONFERENCE ON ADDICTIVE BEHAVIOURS AND DEPENDENCIES

More than 20 internationally renowned experts and professionals contribute with their knowledge in various presentations, in Lisbon.



PORTUGUESE ASSOCIATION OF ADDICTOLOGY

Portuguese Association for the Study of Drugs and Dependencies holds the National Congress of Addictology, in Portugal.



EVENTS IN-HOUSE

- Online open day meeting organized by the new clinic with special invitations to health professionals, both nationally and internationally
- 2 events in-house per year

... must be prepared ...

- > Research about the main topics and speakers
- > Prepare a pitch with information about the clinic and its services
- > Study the audience with the purpose of getting the bigger picture (i.e. health professionals, possible investors or partnerships, main competitors, possible future clients, etc..)

... to achieve the desired goals ...

- > Excellent way to make the clinic known
- > Increase the clinic network of contacts
- > Try to understand if there are new trends and innovations, that can bring on new value to the clinic
- > Promote the clinic internationally

Several health professionals were interviewed to better understand which factors they consider most important to recommend a clinic to a patient

	Main topics of each interview	Convergence points
José Gameiro, Psychiatrist	- The location is not relevant to the choice of the clinic. The most important thing is to be an isolated place. - The clinical component and credibility of the clinic is fundamental.	- Clinical component is the most valuable factor by health professionals. - The participation of the clinic's director in international congresses is an excellent way to build a referral network. - The disclosure of the clinical component is essential in this launch phase.
Vasco Santos, Psychoanalyst	- The technical excellence is the factor considered most important by a health professional to recommend a clinic. - The clinicall staff in drug addiction has to be multidisciplinary.	
Pedro Gabriel, Psychologist	- Usually, psychiatrists are the ones with the highest influence when recommending a clinic to a patient. - This new clinic can be a great option for emigrants that want to return home.	
Daria Kuss, Psychologist	- Gaming addictions are usually treated in an out-patient system. Health professionals are usually personally contacted when a new rehab clinic opens, which means that it crucial to have a good network.	
Filipa Noronha, Psychologist	In-house events are a good way to give credibility to the clinic, while guaranteeing the expansion of the network of contacts. - It is vital for any 5-star clinic to have a “face” responsible for referral sources.	

Source: Appendix slide 87-89

The clinical component is what health professionals consider most relevant to recommend a rehabilitation centre

Takeaways from interviews

*"Before attending a congress or any other event, **the managing director should be prepared**. This includes not only **knowing which topics are going to be discussed** but also investigating **who the speakers will be** and **who will attend that event**."*

Inês Santiago, Clinic Les Alpes's Director

*"**The clinical component is the most important factor that health professionals consider** to recommend a clinic to a patient."*

José Gameiro, Psychiatrist

*"**Portugal is widely recognized in Europe in clinical terms**, which is a great advantage compared to other countries in Europe."*

Inês Santiago, Clinic Les Alpes's Director

*"**It is essential for the managing director to be informed of the clinical component** of the rehab centre in order to be able to **publicize it**."*

Vasco Santos, Psychoanalyst

THE MOST VALUED FACTOR BY HEALTH PROFESSIONALS



CLINIC COMPONENT



Type of Treatment



Years of Experience



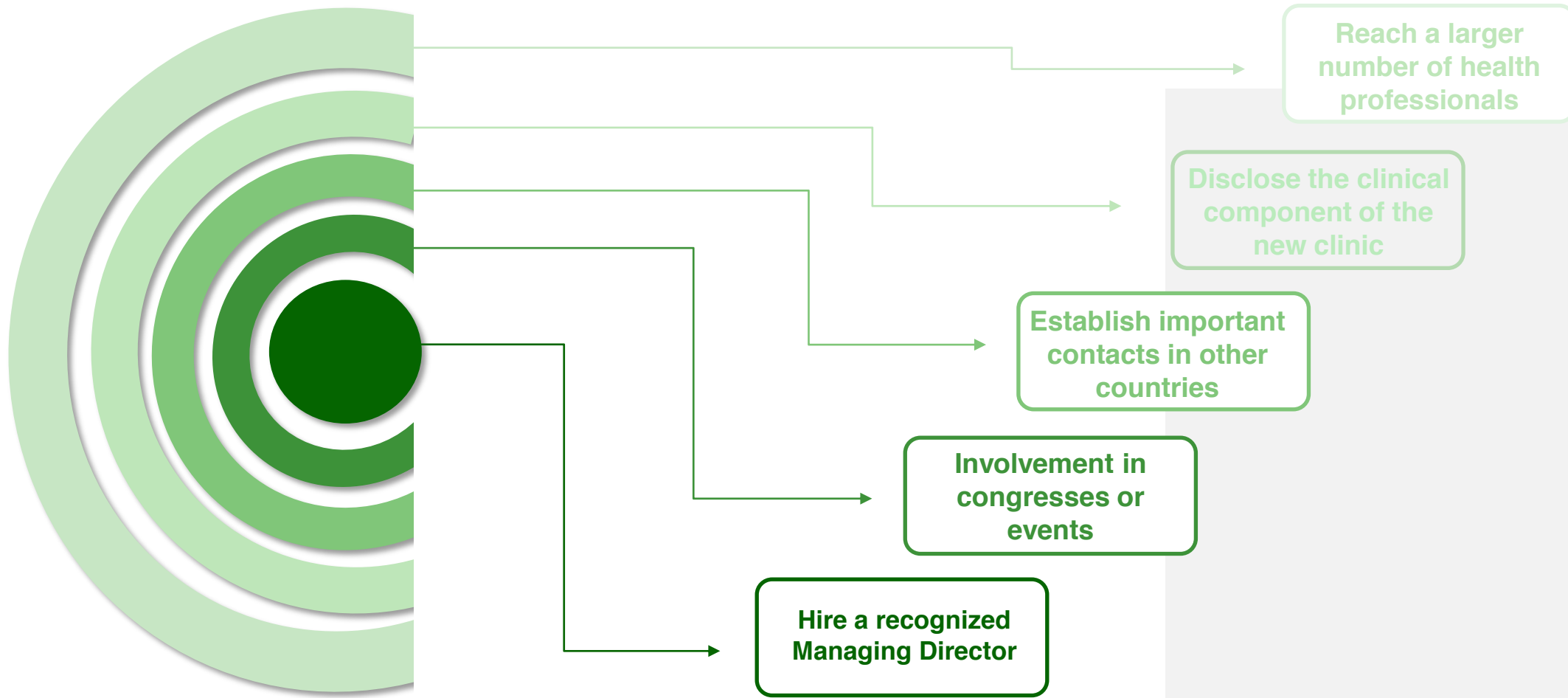
Clinical Team



Program Length

All other international clinics attach great importance to the creation of a vast network of contacts with health professionals, who will in turn recommend the clinic

Push Referrals



Hiring a Marketing Manager is the best solution to facilitate the direct search for treatment by potential clients

Pull Clients Recommendation: Hire a Marketing Manager

Like other benchmark clinics ...



David Scourfield
Marketing Manager



Sophie Brooks
Marketing Manager

... it is essential to hire a Marketing Manager whose functions are ...

- > Create a professional Website & Blog
- > Develop and promote Social Media accounts
- > Establish partnerships
- > Manage and promote in-house events

... and whose desired background is ...

- > Degree in marketing or a related area and has a considerable working experience
- > Fluency in English. Speaking Portuguese or any other language is an advantage

> **Hiring a Marketing Manager is essential for publicizing the clinic**, especially in the initial phase of launching the clinic.

> By **promoting the clinic's website, blog and social media**, it will be possible to **capture the attention of more people**, consequently attracting **more customers**.

Source: Clinic Websites and Cold Calls

The website is more than an hygienic requisite. Sometimes it is the only point of contact with potential clients

Website & Blog

Takeaways from interviews



*"Your website is often **the first point of contact with potential clients**, and it's important that your site accurately reflects the **environment of your facility and your approach to drug treatment** (...)"*

Inês Santiago, Clinic Les Alpes's Director



*"The website will need to highlight your **unique selling proposition** that makes your clinic stand out."*

Inês Santiago, Clinic Les Alpes's Director



*"(...) integrate elements that create trust with consumers and their families, such as **testimonials, staff profiles, and videos**."*

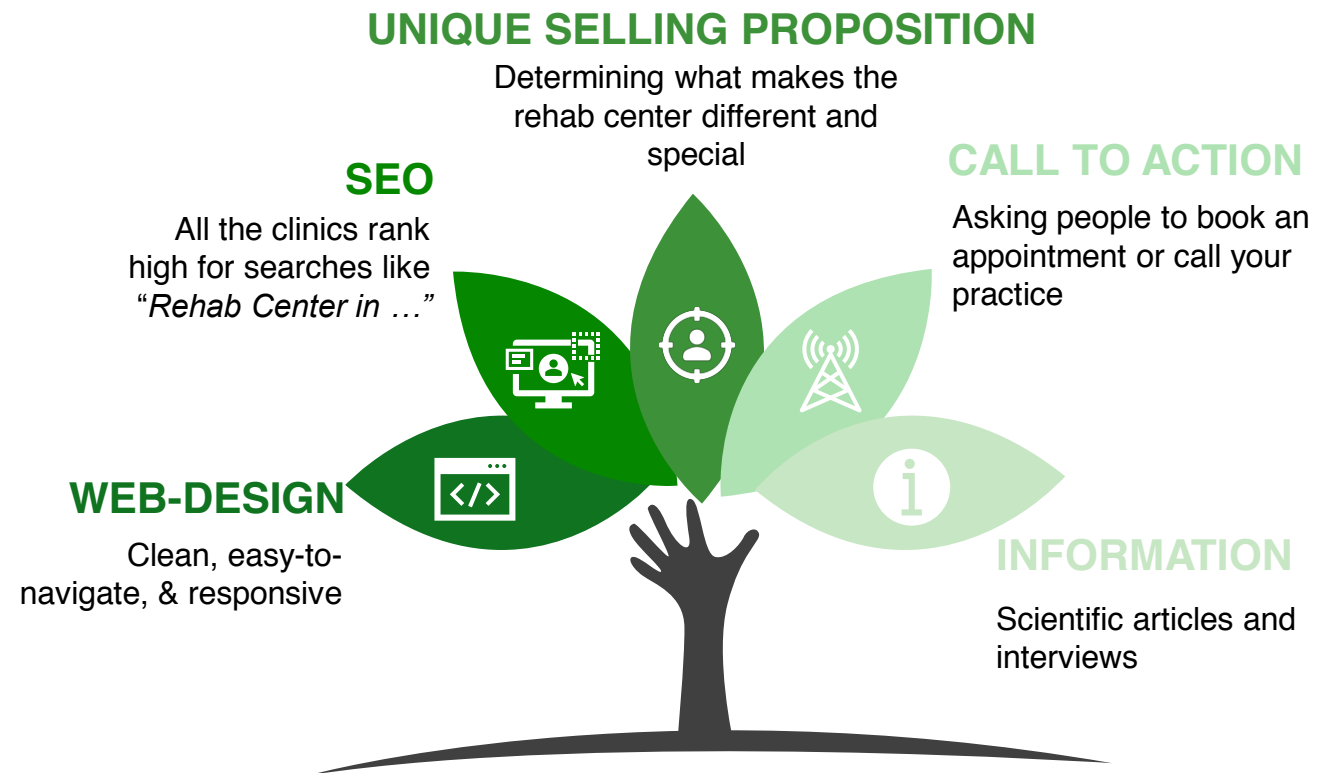
João Augusto, Villa Ramadas's Manager



*"Your website for drug recovery should inspire guests to **take action and call your center**."*

João Augusto, Villa Ramadas's Manager

Key Components of competitor's websites



The website must reflect the clinic's unique selling proposition

	WHY?	HOW?
 Web-Design	A messiness free web architecture that permits guests to discover the data they need rapidly from whatever gadget they're utilizing transmits credibility .	Hire an agency (ideally with experience in health marketing) who can build a web-site.
 SEO	75% of Internet users never scroll past the first search results tab , so the website of the clinic needs to appear on that one. It can also be relatively inexpensive to perform and does not require a major monthly upgrade.	It is important to build the website in a way that Google knows how to read it and pick up the key words . In the content of the page, main terms such as "treatment center", "luxury", "addiction" need to be repeated.
 Unique Selling Proposition	It is what makes the clinic unique, differentiating it from competitors. POP: 5-star accommodation, highly successful model and strong professionals . POD: the only truly 5-star accommodation in Portugal and social purpose .	Include photographs of the 5-star amenities and of Santarém & Portugal . Include a video. Provide detailed information on the clinical team, their expertise and experience .
 Call to Action	The addition of a straightforward and efficient call to action can have a major impact on the ability of a website to turn prospects into customers .	Include active words such as: "call"; "start now"; "don't wait", "schedule a meeting". Also, provide contact information in all forms: phone number, WhatsApp, email , etc.
 Information	The more information about the the facilities, treatments, clinical team, etc. the more a potential client will feel safe about his option of choosing the clinic.	Cooperation between the clinical team and the marketing team who will develop the website.

Source: Agrawal, AJ. "How To Optimize Your SEO Results Through Content Creation." Forbes. Forbes Magazine, August 30, 2017

The blog will be a good way for the clinic to gain credibility in the market

Website & Blog

Benchmark



- > A lot of successful clinics in Europe have a blog where they **publish articles** on a regular basis.
- > In most cases, the articles on the blog are based on **research done by someone inside the clinical team**. In some exceptional cases, there is a person exclusively responsible for research development.



Creation of a Blog

- > Blogging is the **perfect way to establish a brand voice**, becoming recognizable to customers and growing loyalty.
- > The clinic should create a **blog with informative content** about the emergence of new treatments, diseases derived from drug use, the different stages of a drug addict, among others.
- > The new clinic should take advantage of the studies currently conducted by *A Barragem*.
- > The blog will be supervised and managed by the Marketing Manager.

Recommendation

Use Research Development as a basis for the blog

Create **useful and innovative content** that can be presented on the clinic's blog:

- > Possible new treatments
- > Running **tests to analyze possible theories**

Source: Clinic Websites and Cold Calls

Active presence in social media network is a must have, even if the interaction is very limited

Social Media

Benchmark Of Social Media	
Best Examples	  
Social Networks	   
Presence	1 publication / day
# Followers	Around 1,500
Content	- Photos & videos of the clinic facilities, of the surrounding nature and landscapes. - Photos and short messages from the management & clinical staff - motivational phrases. - Teasers of interviews with famous people.

Takeaways

- Some effort is put into the pages of social media networks, but the **contact is minimal** (few likes and recommendations)
- These pages are a **residual type of interaction**, the vast majority of which are used as a portal for redirection to the website.
- Very low interaction rates may still have a negative impact on the reputation of the new clinic (**less than 1,000 followers on all pages would be bad**)



Recommendations

- Have an active account in the **4 social media networks**
- **1 publication / day**
- **First 5-star accommodation in Portugal:** Show photos of the clinic facilities and promote Santarém
- **Experienced clinical staff:** Show photos of the clinic staff and describe their expertise

Source: Nair, Mohan. "Understanding and Measuring the Value of Social Media." Journal of Corporate Accounting & Finance 22, no. 3 (2011): 45–51.

Establishing partnerships with insurance companies in other countries is a good way to reach more international clients

Partnerships

Before establishing partnerships with insurance companies, **it is important to understand in which European countries there is a greater flow of clients who come to clinics in Portugal.** It is essential to establish partnerships with insurance companies in those countries, in order to facilitate the arrival of these customers to Portugal.

PARTNERSHIPS WITH INSURERS

- > Sometimes, **insurance providers cover treatment for substance use disorder** or addiction.
- > **Partnerships with insurers** would be a **great way to get more customers to the clinic** since this agreement would **allow the insurer to refer some of its clients to the new clinic**, covers up to some % of the clinic's treatment to the client.
- > **Partnerships with insurers** would probably **lead to an increase of the number of clients of the clinic** since the insurer's clients will get to know the clinic's services and treatment and, if necessary, take advantage of it in the future. The **clinic will thus be able to reach a wider range of clients** that is only possible due to this type of partnership.

INSURANCE COMPANIES IN TARGET COUNTRIES

United Kingdom



Angola



France



Germany



Spain

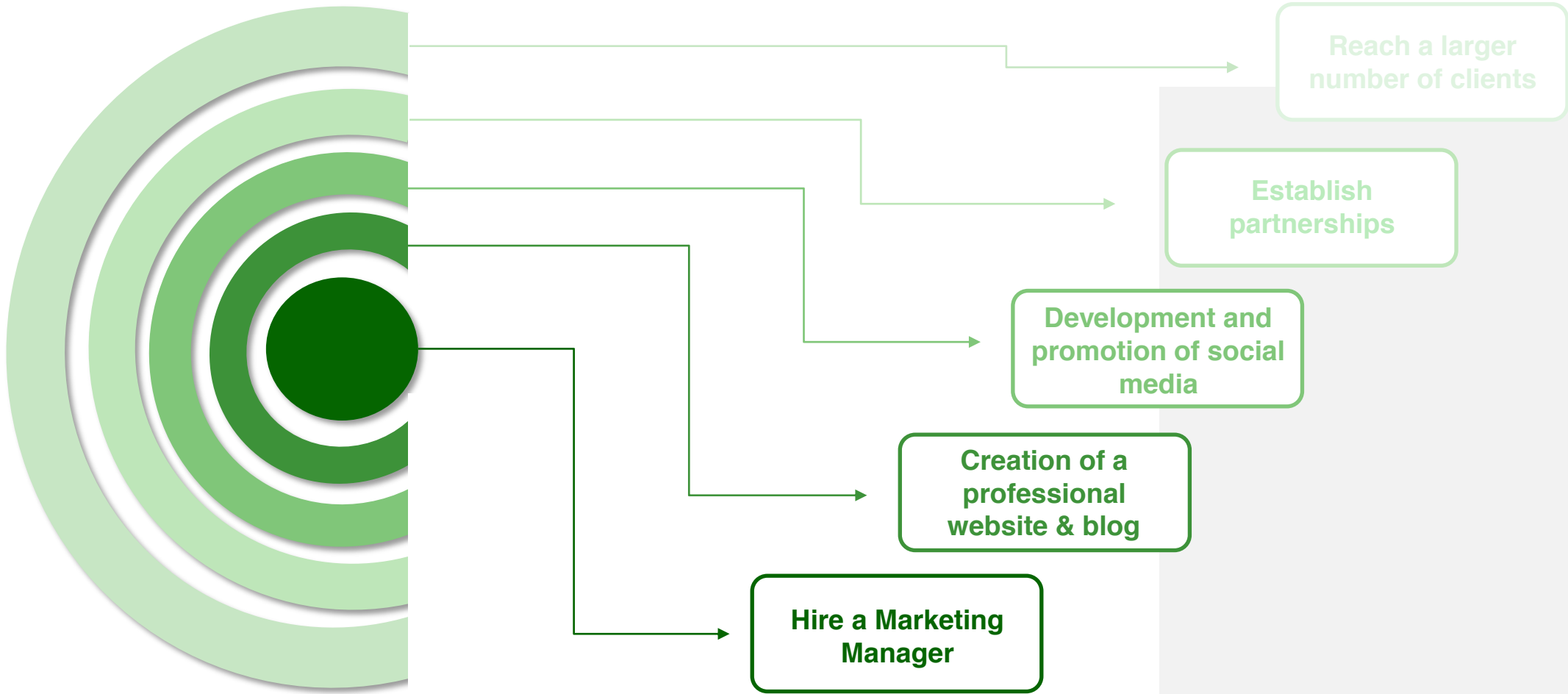


Netherlands



All other international clinics attach great importance to publicizing the clinic through marketing strategies, in order to reach more customers

Pull Clients

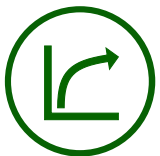
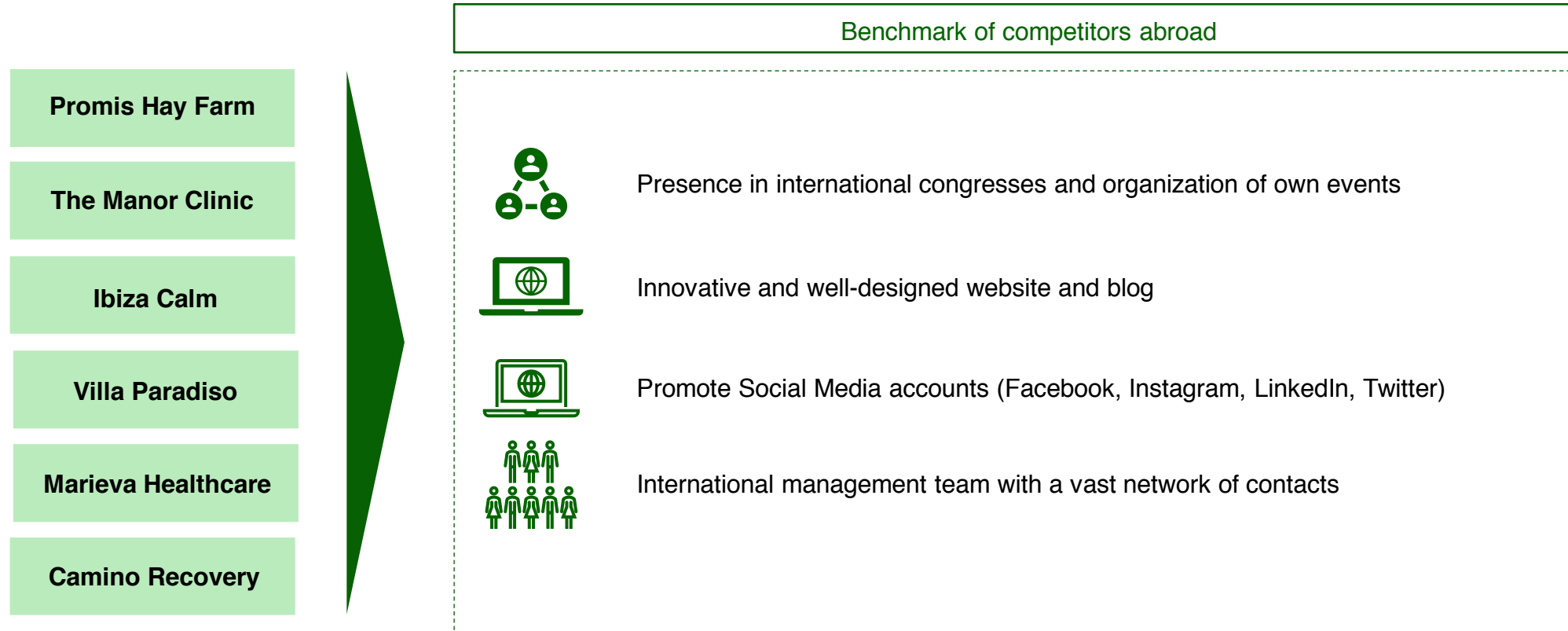


The hiring of a Managing Director and a Marketing Manager and all other marketing strategies will cost approximately €15,200/month to the new clinic

Marketing		Management	
Referral's Network	3 congresses/year + 2 events in-house/year > Assuming a cost of €1,300 per congress (ticket, transportation and accommodation). > Assuming a cost of €10,000 for a virtual in-house event (information given by WinWorld, a media company focused on event production). > Yearly costs is approximately €24,000 (€2,000 per month). ~€2,000 / month	Marketing Manager	Develop and promote website, blog, social media and in-house events ~€2,500 / month
	Website, Blog, SEO, Social Media, Content Campaigns, etc > Based on a study on the average cost per lead in the Healthcare Industry (€300) and assuming 80% occ. rate . ~€3,600 / month		Primarily responsible for the referral's network ~€7,100 / month
Web Marketing		Managing Director	Salaries were based on a study by Michael Page on the remuneration level of professionals working in the HealthCare and Life Sciences Sector, in Portugal.
Total cost		Total cost	
~€5,600 / month		~€9,600 / month	

Source: WinWorld; Projected 2021 Average Cost Per Lead By Industry and Channel; Michael Page (Healthcare and Life Sciences): Estudo de Remuneração

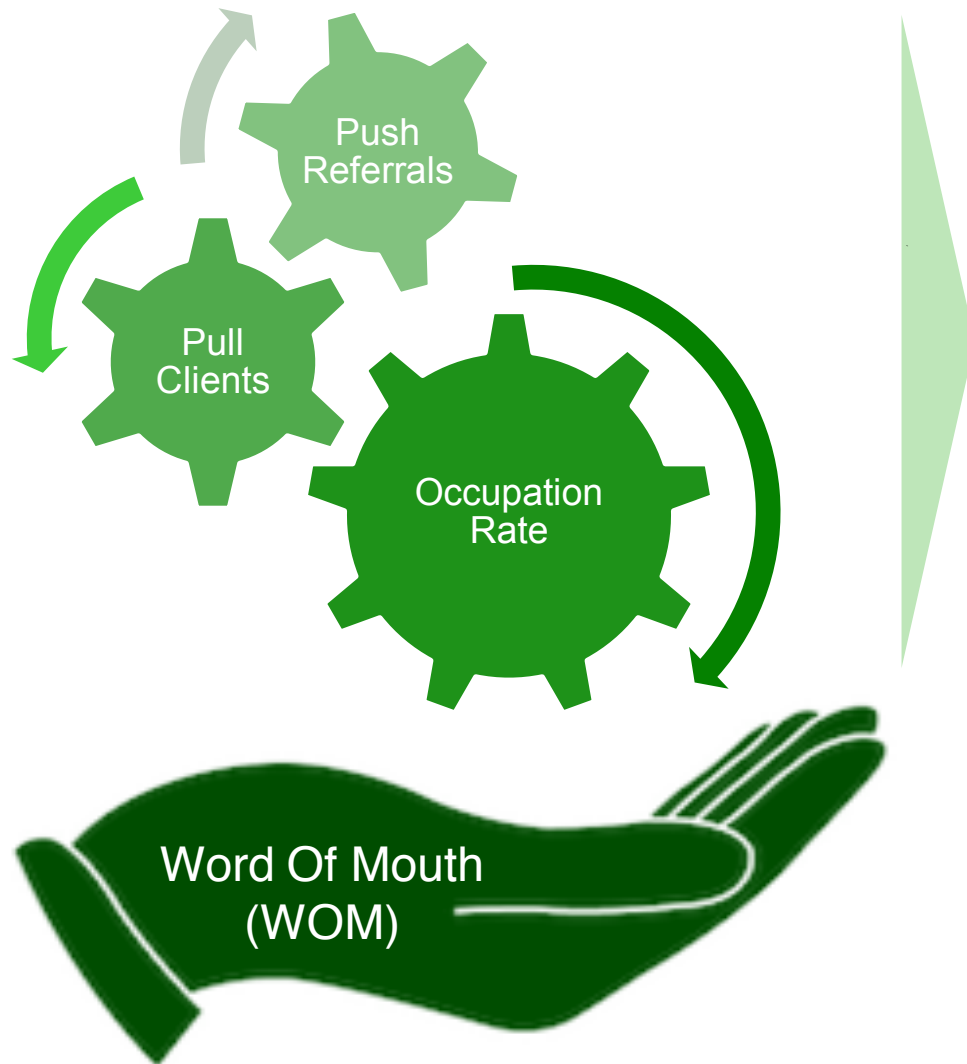
It is expected that the occupancy rate will gradually increase over the years, reaching values between 70% and 80%



The **occupancy rate of the new clinic is expected to increase as time progresses**. In a conservative scenario, it is assumed that the **initial occupation rate** will be approximately 20%. **This percentage will gradually increase until it stabilizes**, approximately two years after the clinic's opening.

Since the marketing strategies used by the benchmark clinics are very similar to the strategies that the new clinic will develop, it is expected that after two years, **the occupancy rate will stabilize, reaching values between 70 % and 80%**, approximately the average occupancy rate of benchmark clinics.

Key Takeaways from Chapter 2



Push Referrals

Hire a Marketing Manager



Pull Clients

Hire a recognized Managing Director

Occupation Rate

> It is expected that, after two years, the occupancy rate will stabilize, reaching values between 70 % and 80% - approximately the average occupancy rate of benchmark clinics.

> Between the interval [70,80], **it is estimated that the new clinic reaches its maximum, 80%**, since it will follow the same marketing strategies as the benchmark clinics. Furthermore, the clinic is located in Portugal, a country with a high demand for clinical treatments, not only for its clinical quality recognized in Europe but also for its beauty and tranquillity.



> **Push referrals, pull clients and increased occupancy rate will give rise to the WOM**

> WOM is hard to achieve before being in business as it is based on positive client experiences

> Once the clinic is up and running, it is crucial to have highly positive customer experiences in order to create WOM



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APPENDIX



There were some limitations that conditioned the focus of the project

Lack of market information

During this field lab, we found that the market for the treatment of substance abuse **is hard to reach**, despite all our strong efforts. There seems to be a **lack of transparency**, as many **clinic directors did not want to disclose information**. Therefore, we have looked beyond conventional sources of knowledge to increase our overview of the business.



Privacy & Non-exposure

The depth to which addiction takes former addicts is not something that they are proud of. For this reason, most individuals who have undergone drug abuse treatment **choose to remain anonymous**. The client informed us that any effort to interview an ex-drug addict would be in vain due to criteria of **privacy, confidentiality and anonymity**.



Pandemic Situation

The majority of contact with the client was done online due to the Covid-19 situation. This had an effect on the efficiency of our work, as minor doubts that could be answered in minutes sometimes had to **wait days to get a response**. Moreover, due to the directives of DGS it was **not possible for us to visit a rehab centre**.



Major impact of limitations:

Price Setting:

- No possibility of interviewing or deliver surveys to former addicts, in order to ask how much they value the services offered by the new clinic.

Marketing Strategies

- Many clinics didn't share details about management or the methods they use to attract clients, which may impact the strength of the recommendations.

Financial Plan

- The impossibility of visiting a luxury rehabilitation clinic prevented the group from having a more detailed view of all the costs of the business.

Disclaimer: we did not consider any implications of the covid situation for the project (such as traveling restrictions), as it was assumed the pandemic will be over by the time the clinic opens, in September 2022.

Frameworks used

Pricing Frameworks

- Our pricing model structure is derived from **an article that provides a model for marketers to clarify and improve decision-making on pricing.**
- The article proposes the **competitive-based pricing approach** for this context, where, depending on relative market power, a business charges roughly **the same price as key rivals.** The internal cost structure of a company is thus subordinate to industry practices.

Cannon, Hugh M., and Fred W. Morgan. "A Strategic Pricing Framework." *Journal of Services Marketing* 4, no. 2 (1990): 19–30. <https://doi.org/10.1108/eum0000000002508>.

Points of Parity vs Points of Difference

- The purpose and competitive frame of reference selected was based on Kevin Lane Keller's book "Strategic Brand Management" which determines **the breadth of brand recognition** and the situations and types of signs that should be closely linked to the brand.
- Based on this, it is important to **create the correct points-of-difference and points-of-parity** associations to arrive at the correct positioning.

Keller, Kevin Lane, "Points-of-Parity and Points-of-Difference, (p.82)." Essay. In *Strategic Brand Management*. Harlow, United Kingdom: Financial Times/ Prentice Hall, 2013.

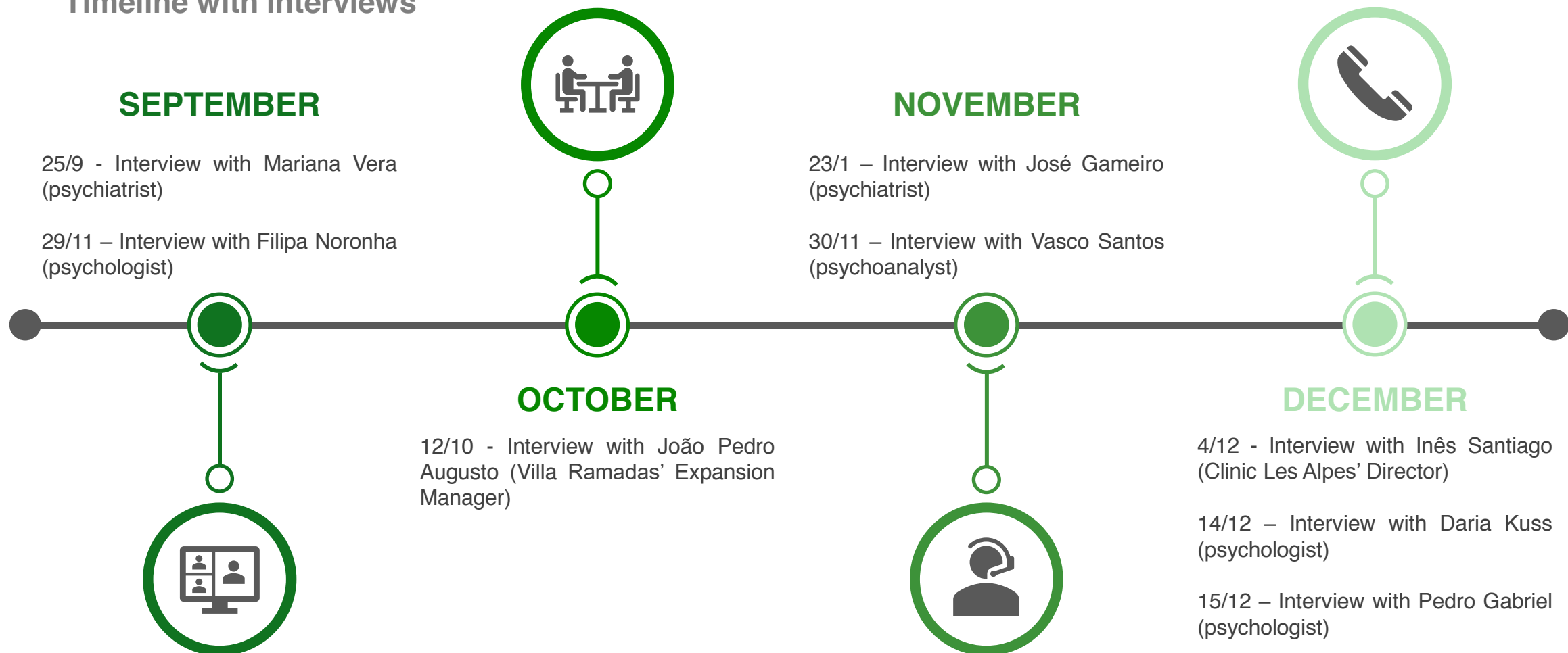
Push & Pull Strategies

- There are two solutions that appear to be viewed as alternatives and are applied to the various logics that underpin the relationship between an organization and its final demand are defined by **push and pull corporate strategies.**
- A push strategy refers to the production of processes that emanate from the company and go into the market: supply is maintained by the company. The opposite is a **pull technique**, since it applies to processes that originate from the market and go to the business: demand requests supply and 'pulls' it out of the business.

Corniani, Margherita. "Push and Pull Policy in Market-Driven Management." *Symphonya. Emerging Issues in Management*, no. 1 (2008). <https://doi.org/10.4468/2008.1.05corniani>.

Several interviews were conducted between September and December

Timeline with interviews



Interviews with Mariana Vera and Filipa Noronha

INTERVIEW WITH MARIANA VERA

What is your job?

"I am a psychiatrist and I work with patients who suffer from every kind of addictions (like drugs, alcohol, gaming, ...) as well as other mental diseases such as depression, burnout, schizophrenia, among others."

What are the criteria that you consider most relevant to recommend a rehab centre to a patient?

"What I consider most important is the history of the patient – if he/she has already been to rehab, how severe is the addiction and the experience of the clinical team."

Do you think the location can have an influence in the choice of the clinic?

"No, I don't think that it is a relevant factor. If the clinic is suited for the patient, the location will rarely be an obstacle."

How do you know when a new clinic opens? Do you usually attend congresses or any other events related to addictions?

"I usually know a new clinic opens through my colleagues and I attend some congresses every year that related not only to addictions but also related to the entire mental health area."

INTERVIEW WITH FILIPA NORONHA

What is your job?

"I am a psychologist and I used to work in Hospital Monsanto, where Prof. Dr. Domingos Neto also worked. The areas of my specialty were Clinical Psychology, Psychotherapy and Addictology."

What are the criteria that you consider most relevant to recommend a rehab centre to a patient?

"I usually look at who the clinical director is and what his/her experience is. I also consider the type of treatment (12 steps, CBT, Minnesota model, etc.), and off course, the clinical record of the patient."

Do you think the location can have an influence in the choice of the clinic?

"Depends on whether or not the patient wants to be close to home. Usually, people who opt for luxury treatments prefer to go further away for privacy reasons."

How do you know when a new clinic opens? Do you usually attend congresses or any other events related to addictions?

"The Hospital Monsanto held 1 to 2 in-house events per year and I think this was an excellent method of divulgation. It was also responsibility of the Directors to personally contact other physicians."

Interviews with Pedro Gabriel and Daria Kuss

INTERVIEW WITH PEDRO GABRIEL

What is your job?

"I emigrated from Portugal to Switzerland a few years ago. I am a psychologist and I work with people from very different backgrounds who suffer from very different diseases. I treat patients with drug addictions as well as with mental problems."

What are the criteria that you consider most relevant to recommend a rehab centre to a patient?

"Usually, the final word when recommending a clinic to a patient is from the psychiatrist and not from psychologists. However, I believe the experience of the clinical team is the most important factor."

Do you think the location can have an influence in the choice of the clinic?

"No, I don't see that as an important aspect when choosing a rehab centre. I actually believe that a clinic in Portugal could be a great option for emigrants that wish to return home."

How do you know when a new clinic opens? Do you usually attend congresses or any other events related to addictions?

"Usually, I know that a new rehab centre opens through my colleagues or through other person that works in the area. Yes, I attend congresses and other kinds of events in the additions area."

INTERVIEW WITH DARIA KUSS

What is your job?

"I am a chartered psychologist, chartered scientist, the lead for the cyberpsychology research group, a member of the International Gaming Research Unit and an associate professor in psychology in the United Kingdom."

What are the criteria that you consider most relevant to recommend a rehab centre to a patient?

"I think the two most important factors are which type of treatment the patient needs and the clinical team of the rehab centre."

Do you think the location can have an influence in the choice of the clinic?

"I am specialized in the treatment of non-substance addictions, which are usually treated in an out-patient system. So, the location is important because patients need to be close to their home."

How do you know when a new clinic opens? Do you usually attend congresses or any other events related to addictions?

"When a new rehab centre opens, someone gets directly in touch with me. I usually go to some congresses during the year, but mostly related to non-substance addictions."

Interviews with José Gameiro and Vasco Santos

INTERVIEW WITH JOSÉ GAMEIRO

What is your job?

"I am a psychiatrist, with a doctorate in Psychology and Mental health. Currently, I work at the Miguel Bombarda Hospital, with people who suffer from very different diseases, and also teach Family Psychology at the Instituto Superior das Ciências da Saúde. I also participate as a commentator program 'Aqui e Agora'."

What are the criteria that you consider most relevant to recommend a rehab centre to a patient?

"The credibility of the clinic, the curriculum of health professionals who are part of the clinical team and their experience are the main factors that I consider when recommending a clinic to patients."

Do you think the location can have an influence in the choice of the clinic?

"No, I think that geographic location is not a decisive factor when choosing a clinic. Nevertheless, I agree that the new clinic is in an isolated and calm place, in the countryside."

How do you know when a new clinic opens? Do you usually attend congresses or any other events related to addictions?

"Through the medical order file, it is easy to have access to this information. I also attend conferences which is very useful to create a network of contacts and learn about the opening of new clinics. "

INTERVIEW WITH VASCO SANTOS

What is your job?

"I am a psychoanalyst and a psychotherapist. I am a trainer at the Institute of Psychoanalysis and editor, for several years, of the Portuguese magazine of psychoanalysis. I am also an associate member of the Portuguese Psychoanalysis Society and of the International Psychoanalytical Association."

What are the criteria that you consider most relevant to recommend a rehab centre to a patient?

"The first factor that I consider relevant to recommend a rehab centre is the clinic staff and technical excellent of the clinic. Subsequently, it is also important to take into account the treatment methodologies."

Do you think the location can have an influence in the choice of the clinic?

"I do not think that the geographical location can influence the patient's choice. It is evident that if the clinic is in a more solar place it can be an asset, but it is not a decisive factor in the choice of the clinic."

How do you know when a new clinic opens? Do you usually attend congresses or any other events related to addictions?

"I usually know a new clinic opens through other health professionals. Attending in different congresses is also a great way to keep abreast of new trends."

Interview with Inês Santiago, Clinic Les Alpes' Director

What are your functions inside the clinic?

"I was hired to be a connection point between the architects, the investor and the health department, during the construction of the clinic. When the clinic was ready to open, the person from the UK that was supposed to come to Switzerland to run the clinic did not come, so I was asked to assume his role. Currently, I have a wide variety of responsibilities: ensure all legal requirements are met, recruit the team, perform financial activities and develop marketing strategies to attract clients."

What are your strategies to attract clients?

"It is not easy to publicize treatment for addictions because patients appreciate discretion and are usually not willing to give testimonies. Therefore, the most effective way to get patients is through psychiatrists, psychologists and interventionists. It is of extreme importance to create a network as large as possible. You should do a research of who might be a potential contact in each country and get in touch with that person. We also get a lot of clients through the website, so it is essential to invest in a great website."

Do you have partnerships with insurers or any other protocols?

"We are currently trying to establish partnerships with some insurers but still haven't finalized any. We are also seeking to publicize our clinic among embassies and consulates. Moreover, we are also trying to get in touch with some companies to provide treatment for burnouts and exhaustion."

Do you usually attend congresses?

"Yes, going to congresses is one of the most important moments for network. ICAAD is the most popular congress in Europe, where you can make great contacts. However, before going to a congress, you should know who are going to be the speakers and who will be there. You can even get in touch with someone in advance and ask if you can speak a little bit during the congress. And of course, take your contact card with you."

Is there any seasonality in the demand for treatment? And what are the most common nationalities of your patients?

"I usually say that 'addiction takes no vacation' because it is a very unpredictable sector and there can be urgent cases at any time during the year. However, after Christmas and in the beginning of the year the demand is usually higher."

We receive some patients from Switzerland but the majority are from other countries in Europe: Russia, Poland, Romania, France, UK, Portugal, Spain and Italy. We intend to invest in the US market but it is a very difficult market to reach since they already have a huge offer of rehab centres."

Do you think Portugal has the necessary conditions to have a successful rehab centre?

"Yes, I do. I have actually heard some opinions in the UK that Portugal is extremely advanced in the treatment of addictions. Besides, our country can provide exceptional experiences, where patients can enjoy their time and understand they can have a great life without drugs."

Interview with João Pedro Augusto, Villa Ramadas' Admission & Expansion Manager

What are your functions inside the clinic?

"As Admission and Expansion Manager, I handle the entire process of admitting new clients and the respective customer journey within the clinic. I am responsible for the entire initial client acquisition phase - speaking with potential clients by phone or personally, making the clinic's treatments and services known. In addition, I also have a key role in increasing the clinic's network of contacts, attending various national and international congresses.

Do you usually attend congresses?

"Yes, attending congresses, both national and international, is very important to increase the clinic's network of contacts. We must not forget that these congresses are an excellent way to meet psychiatrists and psychologists, both responsible for recommending clinics to their patients. Therefore, it is essential to make these health professionals aware of the clinic and its treatments, highlighting the excellent of the clinical staff."

What are your strategies to attract clients?

"The main strategies we use to attract clients is to make the clinic known to health professionals, such as psychiatrists and psychologists, so that they can recommend our clinic to their patients. The importance of a Managing Director with a vast international network is undeniable. In addition, we have a marketing department, which is responsible for promoting the clinic as much as possible through the website and social media. The clinic's research department also publishes a variety of articles on the clinic's website, which also gives it greater credibility."

Is there any seasonality in the demand for treatment? And what are the most common nationalities of your patients?

"We are talking about a sector that is quite difficult to predict, the demand for treatment depends from year to year, so I would say that there is no evident seasonality in the demand for treatment. We receive about 40% of patients from Portugal and the other 60% of patients come mostly from UK, Angola, France, Germany, Spain and Netherlands.

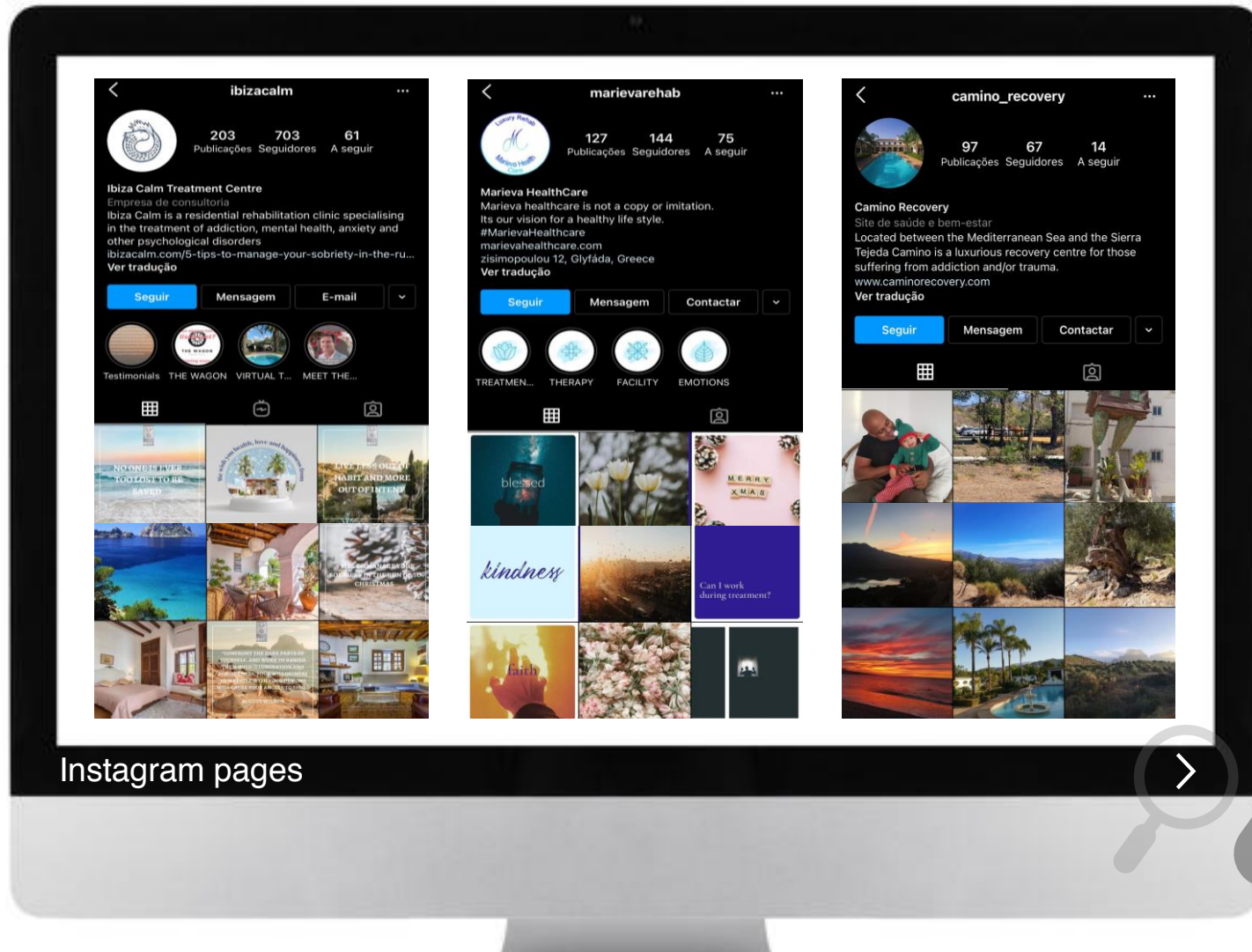
Do you have partnerships with insurers or any other protocols?

"Yes, we have a partnership with an insurance company in the Netherlands, which is where another Villa Ramadas' unit is located. We also have a partnership with a cleaning company, Elis, who provide us with sheets, pillows, among other, and does all the clinical management."

Do you think Portugal has the necessary conditions to have a successful rehab centre?

"Yes, without doubt. Portugal is the right country for the treatment of addictions. It is calm country, with beautiful landscapes, which transmits great tranquillity to patients.

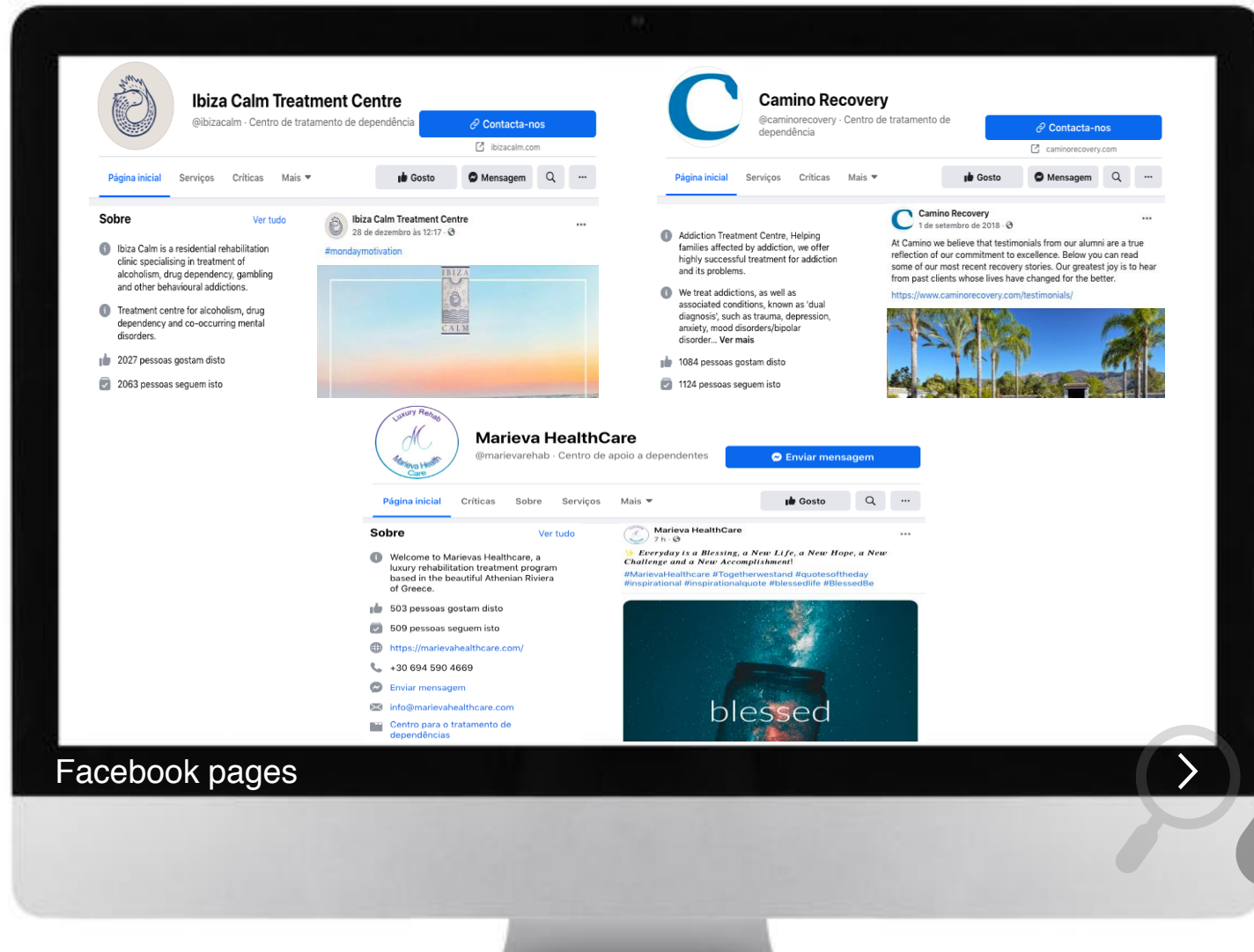
Online platforms – Competitors benchmark on Instagram



Instagram pages

> Few followers
> Limited Interaction – reduced number of likes and comments
> Not enough informative content about the clinic

Online platforms – Competitors benchmark on Facebook



> Few Followers
> Limited Interaction – reduced number of likes and comments
> Insufficient recommendations

Facebook pages