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Management from the Nova School of Business and Economics.

CREATING A BRAND STRATEGY FOR CARECEIVER – CARECEIVER'S
SEGMENTATION, TARGETING AND POSITIONING

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Abstract

Founded in 2019, *Careceiver*, a Portuguese startup, is positioned to revolutionize caregiving dynamics by providing comprehensive support to informal caregivers. Originating from the vision of nurse-founder Joana Afonso, the company addresses challenges arising from an aging population. This thesis explores the strategic development of *Careceiver*, an imperative for its imminent launch, through a synthesis of primary and secondary data. The research navigates the nuanced landscape of startup branding dynamics to formulate a robust brand strategy. As Portugal grapples with evolving caregiving demands, *Careceiver* aspires to emerge as a preeminent caregiver support service, prioritizing the well-being of both caregivers and care recipients.

Keywords: Brand Strategy, Caregiving, Positioning, Brand Identity, Communication Strategy

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1. Introduction

Initiated in 2019, *Careceiver* is a specialized online platform and app designed to support informal caregivers in Portugal. The company aims to ease and alleviate the daily lives of individuals responsible for the care of family members and those who are dealing with managing medical conditions at home. It offers a range of support services for caregivers, including organizational assistance, psychological support, and information provision. Additionally, *Careceiver* operates through a dual approach, by providing services to individual caregivers (B2C) and by operating via Portuguese municipalities (B2B). Specifically, they sell their services directly to caregivers, yet their primary distribution channel is through partnerships with municipalities.

Careceiver, headquartered in Lisbon, Portugal, is currently conducting a pilot project as it prepares to unveil its services to the public. Although the app has not yet been launched, the overarching goal of this project is to define a comprehensive brand strategy for *Careceiver* in anticipation of its imminent release to ensure success in both the short and long term.

In the face of *Careceiver*'s coming launch, a significant obstacle arises due to the lack of a well-defined and robust brand strategy. The effective launch of *Careceiver* must have a clear brand strategy that includes a well-defined brand positioning, consistent identity, and clear messaging. Otherwise, it might become indistinguishable in the marketplace, which impedes its capacity to connect with both municipal partners and informal caregivers. Through the creation of a thorough brand strategy that supports *Careceiver*'s objectives and maximizes its influence in the healthcare industry, the project aims to close this crucial gap.

The project takes a comprehensive approach based on primary and secondary data. The former type of data consists of interviews with non-users, users, and municipalities. These primary data

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were collected to delve into the world of caregivers. Specifically, non-users and users' interviews focused on understanding their perspectives and daily challenges as caregivers, knowing what instruments and services they use in their routines, and to understand what, according to them, could be possible solutions to improve their tasks. Interviews with municipalities have been carried out to investigate how they perceive *Careceiver* and how its services can impact their communities. Among the primary sources, a management interview with *Careceiver*'s founder and CEO, Joana Afonso, was included in this project to understand the current reality and goals of the company.

Based on the primary and secondary data gathered, a comprehensive branding strategy has been prepared, starting with the segmentation, targeting, and positioning of *Careceiver*. Afterwards, an examination of the brand identity was conducted to develop a unique personality, design a brand architecture that embodies the brand structure, and carefully come up with the verbal and visual representations of the brand. The aim of this comprehensive analysis was to effectively combine these components to provide a strong basis for the marketing plan. Subsequently, a dedicated part of the project was focused on communication and go-to-market recommendations that guide the execution of the brand strategy into concrete marketing steps.

Therefore, the primary objective is to present, through the data collected, a coherent and efficient brand strategy that can boost *Careceiver* to reach its targeted audience. Additionally, the aim is to establish *Careceiver* as a solid brand in the world of caregivers in Portugal and penetrate the market with an effective and well-structured communication strategy.

2. Literature Review

The purpose of this section is to present a literature analysis to offer a deep comprehension of branding dynamics in a startup company, by starting with an understanding of the importance

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of building a brand strategy since the initial phases of a startup, emphasizing the need to distinguish between business-to-business (B2B) and business-to-consumer (B2C) models and subsequently differentiating the strategy. The literature review acts as a pillar, providing the necessary theoretical background for the project's later phases and offering insightful information that guides the creation of a customized brand strategy for *Careceiver*.

2.1. The Power of Strategic Branding in Startups

To begin, it is noteworthy that many new ventures may not initially recognize the importance of prioritizing brand building. According to Bresicani and Eppler (2010), many new ventures do not recognize the importance of brand building due to limited resources, know-how and time because entrepreneurs are focused on financial and production aspects; yet, only afterwards, they acknowledge how important it is to have a clear brand vision since the beginning. Indeed, focusing on building a brand from the beginning establishes an important foundation and can provide a real advantage in creating key elements once the startup is past the initial stage.

Building a brand is a multifaceted and intricate process, encompassing several pivotal elements. Foremost, a comprehensive understanding of the target audience is imperative for effective communication. Subsequently, the creation of a brand involves the development of components that complement and flow from the brand's core values.

These elements include a robust brand identity aligned with a defined brand personality, a well-structured brand architecture, and the seamless integration of verbal and visual identity, ensuring consistency throughout. In essence, brand building serves as a "road map", guiding how the company presents itself to the public and consumers. (Cid et al. 2022). When building a brand, understanding the meaning that people derive from brands is fundamental. (Keller 2003). Indeed, According to Keller (2003), there are some remarkable dimensions that need to

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be considered in the meaning that people derive from brands: **awareness**, which means identifying the brand's categories and needs and meeting them; **attributes**, which are descriptive characteristics that define the brand; **benefits**, meaning the significance and personal value that customers place on the characteristics of the brand; **images** that mean visible data that might be either concrete or abstract; **thoughts** which are individual cognitive reactions to facts about any brand; **feelings** which refer to individual emotional reactions to any information about a brand; **attitudes** which make reference to synopses and general assessments of any data pertaining to a brand; and **experiences** which involve buying and consumption patterns as well as any other incidents with brands (Keller, 2021). Therefore, all these elements have been taken into consideration in branding *Careceiver*. Additionally, according to Keller (2021), brand intangibles can increase identification, loyalty, and engagement among customers. For this reason, in building a brand intangible element should be used and Keller (2021) proposed to classify them in three dimensions: past, present, and future (Appendix 1). Brands can affirm their past in terms of their history and heritage, their present state in terms of their values, personality, and character to reflect who they are and how they think and act, and their future in terms of their mission, vision, and purpose. Companies who manage to exploit this get benefits in the form of improved perceptions of their brand's community, authenticity, and credibility (Keller 2021).

2.2. Branding Dynamics: B2C versus B2B

After noting how important it is to build a solid brand from the beginning, it is equally crucial to differentiate the type of branding for business-to-business (B2B) and business-to-consumer (B2C). According to Kotler and Pfoertsch (2007), a strong brand might be the only truly sustainable competitive advantage in today's fiercely competitive B2B industry (Keränen, Piirainen, and Salminen 2012); therefore, the brand today actually represents a tangible asset.

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Additionally, B2B markets require a specific branding approach (Kotler and Pfoertsch, 2007). As a matter of fact, Webster and Keller (2004) develop an illustrative roadmap that distinguishes the characteristics of B2B branding starting from the model that Keller proposes to build brand equity. Indeed, Keller created a pyramid framework known as Customer-Based Brand Equity (CBBE). This model argues that to build a strong and solid brand it is fundamental to take into consideration how consumers think and feel about a product or service and how it is perceived by them (Keller, 2001).

At the base of the pyramid lies “Salience”, addressing the question “Who are you?” meaning that is crucial to establish the brand’s identity, understanding the target audience, and how to differentiate from the competition. In the second tier, the question becomes “What are you?” representing the brand’s meaning in terms of both performance and imagery associated with the brand. The third step analyzes customers’ response to the brand, asking “What about you?” - in this section, consumers’ judgments and feelings about the brand are examined, such as how the brand makes them feel and what emotions it can evoke. The tip of the pyramid concerns the relationship between the consumer and the brand, asking “What about you and me?” meaning the direct relationship between customers and the brand. This section, called “resonance” is the most challenging to achieve, as the consumer at that point feels a direct connection with the brand (Keller, 2001).

This pyramid simplifies the process of building brand equity. Yet, Kuhn, Alpert, and Pope (2008) suggest some modifications to this framework, as he is convinced that creating brand equity in B2B requires some different steps compared to Keller’s (Appendix 2). At the base of CBBE for B2B is the “Salience of the Manufacturer’s brand” which refers to the above-mentioned concept linked to brand identity. Still, Kuhn, Alpert, and Pope (2008) state in the B2B context, initial awareness and associations are achieved by direct contact with company

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salespeople this aspect can depend on the surrounding distribution network, and the role of distributors is particularly crucial.

In the second step, considering the elements that create brand value “performance” remains essential, while “imagery” is replaced by “reputation”. This is because in B2B some attributes such as capability, delivery reliability and responsiveness should be included. Indeed, quality, reliability, performance, and service are primary factors for building brand loyalty in the business-to-business context (Kuhn, Alpert, and Pope 2008).

In the third step of the revised model, “judgments” remain, which include judgments of quality, credibility, consideration and superiority. According to Kuhn, Alpert, and Pope (2008), people value the experiences of others in shaping their brand judgment. People usually desire some kind of exposure or demonstration before making an opinion on a product. Furthermore, Biedenbach & Marell (2010), illustrate the ways in which product trials help to shape consumer attitudes and brand perceptions. Compared to indirect experiences like advertising, direct experiences also strengthen brand beliefs.

Next, instead of “feelings”, “Sales force relationships” are introduced since Kuhn, Alpert, and Pope believe that for B2B marketers, the sales force is a vital tool for developing their brand. Indeed, a buyer’s purchase choice depends not only on their assessment of the product’s functional benefits, but on their evaluation of the company’s salespeople” (Gordon et al., 1993; Michell et al., 2001). In fact, according to the research conducted regarding this topic, (Kuhn, Alpert, and Pope 2008) respondents emphasized the importance of their relationship with company salespeople in the purchasing process. They valued the ability to contact representatives, after-sales service, and staff honesty. They wanted sales staff to understand their individual needs and work together.

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Eventually, the top of the pyramid is no longer “resonance”, but “Partnership solutions”. This ultimate goal represents the most difficult objective to reach. In contrast to B2C markets, acquiring or losing a few numbers of clients can have a significant impact on the company (Kuhn, Alpert, and Pope 2008). Furthermore, it is common for partners who have loyalty to a brand to be enthusiastic to talk about it and recommend it (Kuhn, Alpert, and Pope 2008).

In conclusion, the analysis of building brand equity in the distinct channels (B2C and B2B) is pivotal in shaping the outlined strategy for *Careceiver*.

3. Methodology

To develop *Careceiver*'s brand strategy, a research plan was elaborated, guided by a combination of secondary data - market landscape, competitor analysis, and social listening to better understand how *Careceiver* can best position itself in this market - and primary data - management interviews, and B2C and B2B interviews to gain a comprehensive analysis of the stakeholders' perspectives.

Later sections of this report provide more specific details on the data collection, sample composition, and research instruments used, offering a more in-depth overview of the methodological approach.

3.1. Secondary Research Methodology

Secondary research was conducted to gain a deeper understanding of the market landscape in which *Careceiver* stands and to evaluate its ongoing positioning in comparison to competitors. It involved an analysis of the healthcare and caregivers' support platforms market, including an overview of key competitors in the caregivers' landscape. Additionally, social listening was performed to comprehend caregivers' perceptions regarding the industry.

3.1.1. Social Listening

In a period where customers express their thoughts on social media, it becomes imperative to listen and adjust to what they are sharing since 92% of customers place trust in earned media, such as word-of-mouth or suggestions from friends and family, beyond other forms of advertising (Nielsen 2012). Social listening emerges as an active process of attending to, observing, interpreting, and responding to several stimuli via mediated, electronic, and social channels (Stewart and Arnold 2018, 86), which helps reshape marketing strategies and enhance performance. As the *Careceiver* app is not yet public, the focus was directed toward understanding how people perceive and resonate with the broader caregiving support market. The channels used were online caregiving support forums on the social media platforms Facebook and Reddit. Considering the category where *Careceiver* serves, these platforms are accessed to share opinions and ask questions. In addition, the brand's social media platforms - Facebook, Instagram, and TikTok - were analyzed.

3.2. Primary Research Methodology

To conduct the primary research, qualitative data using individual interviews and forms were gathered from four primary participants, including management interviews - with the CEO - and client interviews - with potential users, users, and municipalities. The objective was to gain insights into the perceptions of the company's stakeholders regarding the market and *Careceiver*.

3.2.1. Management Interview

A management interview with Joana Afonso, founder and CEO of *Careceiver*, took place at the Nova SBE campus on September 20th. It was the first step to understanding the company's history, objectives and strategies, mission, vision, and product portfolio. The analysis was based

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on notes from the meeting and information from two documents provided by Joana, one outlining *Careceiver*'s strategy and another as a presentation for the "Ordem dos Enfermeiros".

3.2.2. Potential Users

Potential users of *Careceiver* were interviewed using discussion guides (Appendix 3) that lasted around 45 minutes, with the following sections: warm-up, category habits and involvement, and website showcase. These interviews were recorded to be analyzed for academic purposes only and deleted once the project was delivered so that the identity of the informal caregivers remains anonymous.

Of the 11 respondents, 5 were based in Lisbon, Portugal, and 6 in Italy. Their age was between 40 and 62 years old, averaging 54.6. 81.8% of respondents were female, with 9 being female and 2 males. The education level ranges from high school to a master's degree, while the occupations include teaching, advertising, healthcare, and self-employment, among others.

3.2.3. Users

As the brand is still in pilot experience, *Careceiver* was the means of communication between our team and the caregivers who are using the app, to maintain their anonymity. Users were interviewed using google forms (Appendix 4) which took about 15 minutes to answer.

The panel of 6 interviewed consisted of 4 women and 2 men, which means 66.6% female. ranging from 42 to 56 years old, averaging 53.2. Income levels varied widely, ranging from the Portuguese minimum wage to a household income of 3500 euros. Respondents' occupations include housekeeper, mechanic, administrator, civil engineer, primary school teacher, and shopkeeper.

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From a psychological perspective, there emerges a general fatigue and feeling of dejection among the respondents, common symptoms in caregiving. Caregiving experiences are diverse, with some respondents engaging in caregiving for parents with conditions such as Alzheimer's disease and Parkinson's disease. The duration of caregiving varies, with some people involved for months and others for more than a decade. If they are not solely responsible for the care, some receive support from family members, while others rely on professional services to address the challenges and responsibilities associated with caregiving.

3.2.4. Municipalities

As mentioned previously, to maintain the secrecy of the participants in the pilot phase of the experience, *Careceiver* was the means of communication between our team and the municipalities that are promoting the app to informal caregivers. Four Portuguese municipalities were interviewed through a Google Form (Appendix 5) which took about 15 minutes to answer.

4. Secondary Research Findings

4.1. Market Analysis

4.1.1. Trends

The healthcare sector has and will encounter numerous challenges in the forthcoming years, such as an aging population, increasing costs, and the adoption of new technologies. Therefore, understanding and forecasting the trends is crucial for a smooth adaptation without jeopardizing the health and social systems of the inhabitants.

The world is facing a demographic shift due to the rapid aging of the population. From 2015 to 2050, the global percentage of individuals aged 60 and above is projected to almost double, rising from 12% to 22% (World Health Organization 2022). Between 2015 and 2021, Portugal

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experienced an average 3.6% increase in the aging index¹ (PORDATA 2023). In addition, the old-age dependency ratio² was 36.2% in 2022 and is expected to reach 71.4% by 2050 (OECD 2023) (Figure 1). Consequently, Portugal ascended in the rankings, holding the second position as the country with the oldest population in Europe, after Italy (Statista 2023) (Figure 2).

Figure 1: Old-age dependency ratio (%) in Portugal from 2000 to 2022 and forecast from 2023 until 2050. OECD.

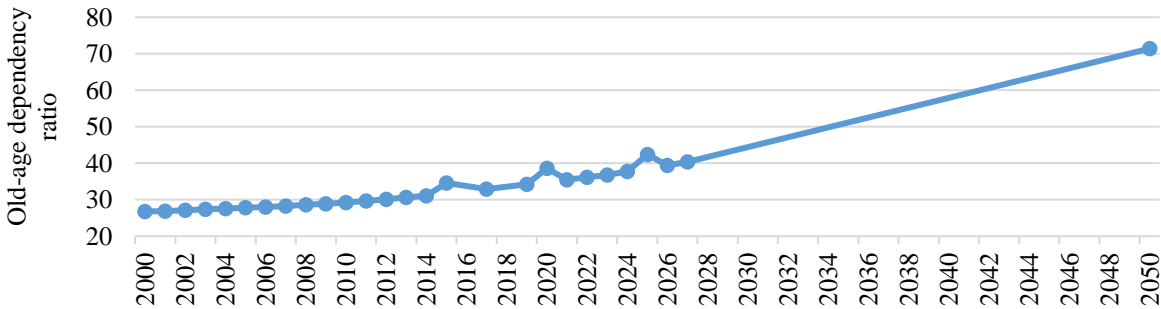
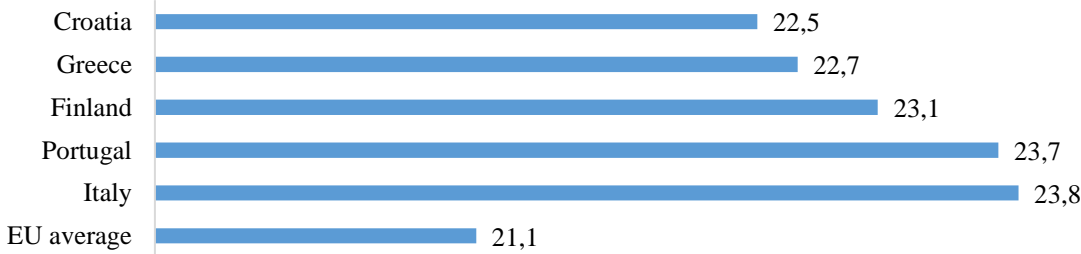


Figure 2: Share of population (%) aged 65 years and older in European countries in 2021. Statista.



In Portugal, where almost 24% of the population is 65 years or older (PORDATA 2022), senior citizens face lengthy waits for an available spot in a social care institution or are compelled to pay a monthly average of 1,332 euros for private nursing home (Lares Online 2023). In a country where the average annual old-age pension hardly exceeds 5,880 euros (PORDATA 2023), and the average monthly family income is close to 1,000 euros (Eurostat 2023), access

¹ Number of elderly population (aged 65 years and over) per 100 individuals younger than 14 years old. Statista.
² Number of individuals aged 65 and over per 100 people of working age defined as those at ages 20 to 64. OECD.

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to these residences is out of reach for the vast majority. Therefore, informal caregivers have become a more affordable but burdening solution, and demand is expected to surge significantly in the coming decades (Centers for Disease Control and Prevention 2019).

The study commissioned by the Aga Khan Foundation reveals that the average age of the individuals being cared for is 81.60 years, with 66% being retirees receiving old-age pensions. 48.3% are widowed, and 36.5% cohabit with a family caregiver. In addition, diseases of the nervous system are prevalent in 47.3% (Carvalho et al 2021).

Based on Social Security Institute projections, it is estimated that there are around 1.1 million informal caregivers in Portugal (Agência Lusa 2023). According to the study conducted by the Aga Khan Foundation, the profile of informal caregivers in Portugal, where 78% care for a single individual, is marked by a majority of 81.3% being female, with an average age of 56.6 years. Approximately 60% are married, and 58% reside with their spouse, while 34.5% live with their mother or father. Moreover, 52.5% are not currently in the labor market (Carvalho et al 2021).

A study conducted to analyze the relationship between health literacy and the quality of life of informal caregivers reveals that the greater their access to information and the higher their health literacy level, the better their quality of life, which also translates into a reduction in the burden of care. However, 58.6% of respondents have an inadequate or problematic level of health literacy, and 48.1% rate their access to information about being an informal caregiver as very poor or poor. Additionally, 79.6% of informal caregivers agree or strongly agree with the statement "I neglect taking care of myself and/or my health to care for the person in need" (Escoval et al 2023). The survey conducted by Merck reveals that 78.5% of the participants believe that their mental health impacts their performance as informal caregivers, while 83.3% admit to experiencing burnout, and 77.9% acknowledge the need for psychological assistance

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(Movimento Cuidar dos Cuidadores Informais 2023). Thus, developing strategies that support informal caregivers is crucial.

Adding to the personal distress, caregiving also endures financial distress. Only around 30% of the 16,000 registered caregivers in Portugal, a microscopic percentage of the actual number, receive a subsidy. The conditions to become a registered caregiver are strict as the person needs to be the primary caregiver, married, family-related, offer care continuously, and with no paid professional activity, which excludes several caregivers in need. In addition, retirees, a large percentage of informal caregivers, are also excluded as they already receive a pension (Agência Lusa 2023).

Health expenditure has exceeded the pace of economic growth in OECD countries over most of the past half-century. This increased healthcare spending has played a pivotal role in enhancing health outcomes and driving economic growth and job creation. However, financial sustainability is becoming an escalating concern (OECD 2019).

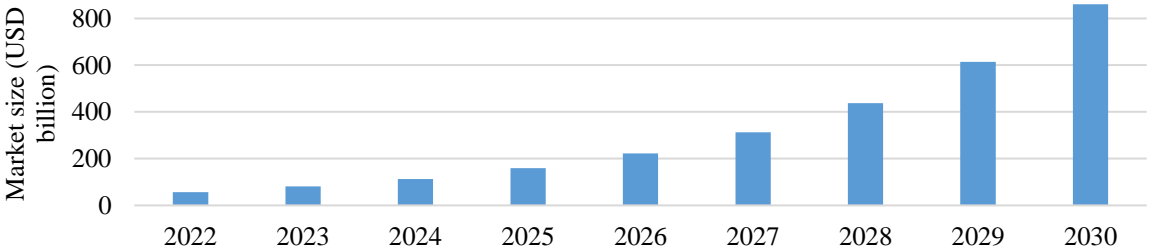
Therefore, the healthcare market is using technology as part of the solution. The digital transformation in the medical sector has impacted not only patients but also healthcare professionals who had to adapt their roles to new technological resources such as teleconsultations, electronic prescription of medications and exams, and digital diagnostic methods, among others (Baptista and Esteves 2023). In Portugal, according to the study titled "Digital Transformation: Shaping the Future of European Healthcare", 80% of surveyed healthcare professionals reported that their organizations significantly or to some extent increased the use of digital technologies to support their work methods in response to the COVID-19 pandemic (Deloitte 2020). Considering that informal caregivers provide 80% of care in the European Union (European Parliament 2018), the support provided to them should also align with the digital transformation.

4.1.2 Health Apps Market

“Mobile health” or “mHealth” concerns the practice of medicine and public health facilitated by mobile devices, such as mobile phones (World Health Organization). The boom of mHealth, particularly in the form of mobile apps, follows the digital transformation trend in the healthcare sector. The rapid growth of the market is driven by factors such as the increasing number of smartphone users (Statista 2023) and the needs of healthcare consumers, which include convenience, transparency, access to information, and diversified options for care (Panner 2022). Mobile health is beneficial both for patients and for health professionals, as it reduces expenses, reduces the administrative burden, simplifies the process, allows self-monitoring, optimizes medical data, and improves communication, among others (Tatva Soft).

In 2022, the mHealth apps market presented a global market size valued at USD 56.26 billion and a revenue forecast of USD 861.40 billion in 2030 (Fortune Business Insights 2023) (Figure 3).

Figure 3: mHealth apps market size from 2022 to 2030 (USD billion). Fortune Business Insights.



As of 2022, the Apple App Store presented 41,517 healthcare and medical apps, while the Google Play Store featured 54,546 of them (Statista 2022). The most popular mHealth app categories include wellbeing, weight loss, diet and nutrition, sports and fitness activity trackers, stress reduction and relaxation, disease management, medical advice and patient community, and telehealth and telemedicine.

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A study conducted by GFK highlights that two-thirds of Portuguese already use online healthcare services (Marketeer 2021). Several public and private institutions have extended their offer to include online services. The National Health Service has developed a free app that, in 2022, had nearly 8 million downloads (SNS 2022) and is prominently ranked as the number one in the “Health & Fitness” category.

Private hospitals such as “Hospital da Luz” and “CUF” have their apps featured in the top 5 ranking. Health insurance companies like “Advance Care” and “Médis” are among the top 10 most popular apps in the category in the Apple App Store. In addition, the ranking highlights fitness apps (Appendix 6).

4.2. Competitor Analysis

Being *Careceiver* a platform that provides support to informal caregivers in Portugal, any brand that provides a similar service, directly or indirectly, can be considered a competitor. Additionally, indirect competitors deliver services with a shared goal as *Careceiver* but through a different process and platform.

Healthcare providers, like healthcare centers and hospitals, have a team of professionals including doctors, nurses, and social workers. They offer information about the care recipients’ condition, treatment options, available support services, and guidance on navigating the healthcare system. However, their focus is primarily on the person receiving care.

Websites and blogs, such as Ser Maior, are resources that provide a wealth of information, insights, and helpful tips. Support groups create a space where individuals can share their experiences with others facing challenges and receive emotional support. Various online communities and forums on media platforms like *Facebook* or *Reddit* allow caregivers to

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connect with others, ask for advice, share their experiences, and vent. Nevertheless, it is important to be cautious as these resources sometimes present unreliable information.

In Portugal, there are helpful caregiver organizations available such as the “Associação Nacional de Cuidadores Informais” which advocates for the interests of informal caregivers and promotes democratic participation in shaping and implementing public policies, or the “Associação Portuguesa de Familiares e Amigos de Doentes de Alzheimer” that develops a society that fully embraces people with dementia and their caregivers while acknowledging their rights.

Community centers also offer caregiving support by providing classes, workshops, and access to staff who can provide information. Caregiver helplines staffed by trained professionals are available to offer guidance, information, and emotional support as needed. However, it can be challenging to find constantly updated personalized support despite these resources offering more accurate information.

Formal care, a service provided by experienced individuals, serves as an alternative or supplement to informal caregivers. CareMate functions as an online resource center where caregivers offer in-home and personal care services, empowering clients to maintain their independence and dignity, while friends and family members feel relieved with no self-sacrifice. However, formal caregiving can be expensive, and finding a reliable caregiver can be a significant challenge.

Direct competitors, which are the focus of this analysis, deliver a service with a shared goal as *Careceiver* through a similar process and platform - caregiving apps.

Present at Web Summit 2022, one of the largest technology conferences, **Senior Support** (Appendix 7) is a free app for informal caregivers of the elderly, with the mission to ease and

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magnify the quality of life for the person taken care of and those responsible for their care. Its functionalities include organizing daily tasks by providing a daily task plan and sending reminders to ensure that no care is overlooked; it delivers information on best practices for elderly care straightforwardly and interactively, as well as information about health and diseases, helping families understand how to keep the wellbeing of the elderly; it helps in monitoring medication administration, ensuring that the care receiver obtains it correctly; it facilitates sharing important information with healthcare professionals to improve supervision. Additionally, Senior Support offers premium features, such as the “Benefits Club”, with discounts on essential products and services.

Beginning its development in 2019 and launching in 2021, **HumaniCare** (Appendix 8) is an app designed to assist both formal and informal caregivers in addressing major challenges of communication in the context of caring for vulnerable elderly individuals. It addresses issues such as accumulated tension, uncertainties, demanding challenges, loneliness, and burnout. With content focused on humanized communication during caregiving interaction and immediate access facilitation technology, the app offers solutions to enhance the quality of caregiving relationships, self-assessment tests for learning validation, and humor to facilitate learning.

Bringing together the concepts of care and family, **Carely** (Appendix 9) emerges as an app dedicated to simplifying care communication among families and facilitating their access to the information necessary for making informed care decisions with their loved ones. It fosters a meaningful social network for care by establishing a close-knit community of family and friends to share through pictures, comments, questions, and exchanging messages; coordinates caregiving responsibilities, ensuring everyone involved is on the same page by organizing and tracking a loved one's activities, appointments, and visits; enables users to send direct messages

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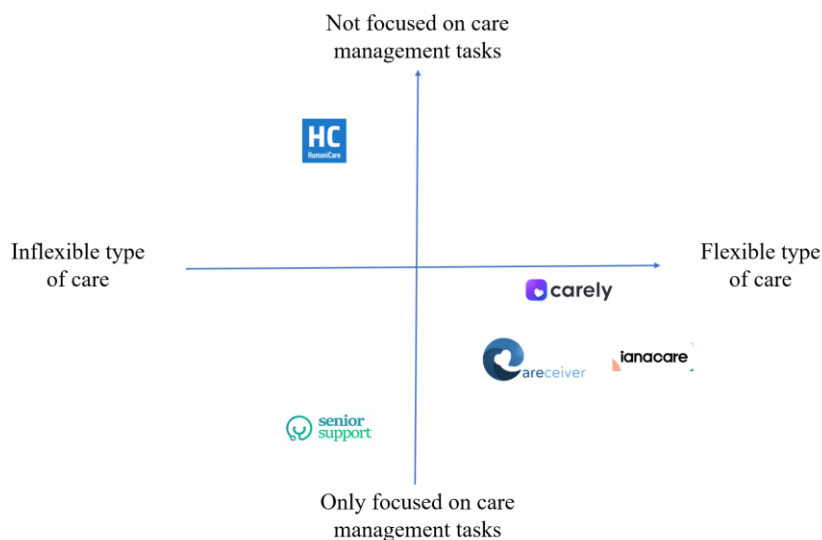
to the professional care teams promoting efficient and open communication; provides access to valuable community resources and content that supports the caregiving journey.

Meaning “I Am Not Alone”, **IanaCare**’s (Appendix 10) mission is to support family caregivers by encouraging, empowering, and equipping them with necessary tools and communities, ensuring that no one must face caregiving alone. The app offers a range of features to support caregivers as personal social circles to allow users to create a support team comprising friends, family, and colleagues to assist with daily tasks and share updates within a private feed; employee benefits and local resources to provide easy access to tailored benefits and local resources while integrating existing employee programs; expert content that delivers valuable tips, offering vetted resources and direct contact with organizations; caregiver navigators and community that provides guidance, offering 1-1 support from specialized caregivers, as well as access to peer support groups and support modules. IanaCare supports various types of care, including eldercare, crisis and temporary care, accident recovery, chronic conditions, veteran support, special needs or disabilities, COVID-19, and remote care. It addresses several caregiving aspects, including physical health, mental health, care management, work-life balance, financial and legal assistance, and basic needs.

A positioning map was elaborated to better comprehend *Careceiver*’s positioning in comparison to its direct competitors (Figure 4). The vertical axis illustrates care management tasks, which range from not the focus to only focused, as the support provided to caregivers comes in more forms than care management advice because it could also include other services such as legal assistance, mental health support, and useful partnerships, among others. The horizontal axis represents the type of care supported, ranging from inflexible - focusing only on one disease, care method, or age group, as the elderly - to flexible.

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Figure 4: Positioning map (care management tasks and type of care).



With distinctive focus, Senior Support - focuses on the care recipient - and HumaniCare - focuses on the caregivers - are on opposite ends. Carereceiver, Carely, and IanaCare are in the fourth quadrant as the three apps present more similar features, with IanaCare presenting the most flexible type of care supported while Carereceiver and IanaCare dispute the highest focus on care management. Thus, it is crucial to position the brand in a differentiating manner in the consumers' minds.

4.3. Social Listening

To understand what potential customers of Carereceiver consider, value, their perceptions, and how they resonate with the industry, a social listening analysis was performed. Considering that the app is not public yet, we were not looking for their opinions regarding the brand, but regarding its competitors and the market. However, no caregiving support brands were mentioned in any support group or website. Thus, there is a lack of awareness of Carereceiver but also of other brands that offer a similar service. In addition, there is a general disapproval of the lack of the industry's policies and assistance.

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There are numerous informal caregiving support groups on *Facebook* and communities on *Reddit*. Despite *Reddit* not being a popular social platform among Portuguese informal caregivers, interesting conclusions can be retrieved from internal communities. The members use these forums with 3 main purposes: asking for advice or information (Appendix 11), venting or looking for emotional support (Appendix 12), and seeking normalcy reassurance (Appendix 13). Although reliable websites have accurate content, caregivers can explain something clearly and directly as they know from past experiences how hard it is to navigate this role. They are exhausted and lonely but feel guilty for complaining; thus, they need a safe place to blurt out and be comforted. Finally, informal caregivers lose part of their identity and ability to take care of themselves but desire to feel normal and to know that they are dealing with a normal situation. *Careceiver* offers a service that corresponds to the needs and wants that informal caregivers express on these online forums - access to accurate information, mental health support, and a sense of community.

Besides *Careceiver*'s website, the brand is present on 3 social media platforms, with 2032 followers on *Instagram*, 556 on *Facebook*, and 56 on *TikTok* (Appendix 14). The content is homogeneous and appealing; however, the engagement is very low as the app is not yet public, so there is no brand awareness. As a result, the brand has not been able to reach the typical informal caregiver profile yet.

5. Primary Research Findings

5.1. Management Interview

5.1.1. Company Overview

Careceiver is an innovative Portuguese healthcare technology startup that emerged in 2022 with a clear mission - to transform the caregiving experience and support informal caregivers.

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Founded by Joana, a kindhearted nurse, *Careceiver* aims to support caregivers, mainly those responsible for family members and individuals affected by Alzheimer's, Dementia, and other medical conditions, with a comprehensive set of resources. The brand is driven by a passionate desire to improve the caretaker's quality of care provided to their loved ones while lessening the mental and physical strains associated with these responsibilities.

With Portugal's evolving healthcare system and challenges posed by an aging population, this service recognized the need for innovative support for informal caregivers. Focused on improving health literacy and enabling families to seize control of their healthcare journeys, *Careceiver* aims to enhance the well-being and independence of informal caretakers, eventually improving the lives of both caregivers and care recipients by attending their specific needs.

Therefore, *Careceiver's* primary goal is to assist Portugal's informal caregivers through a reliable platform and a supportive community. The specialized and user-friendly app provides a wide range of information, educational resources, and a strong support system to reduce caregiver burnout, guarantee caregiving sustainability, while improving their own well-being. The brand stands as a source of support and empowerment, enabling caregivers to provide the best possible care while promoting a healthier and happier caregiving experience.

5.1.2. History

The story of *Careceiver*, an impactful healthcare company, begins with a deeply personal experience that ignited a vision of support and empowerment. *Careceiver* was founded in 2019 by nurse Joana, whose grandmother's battle with Alzheimer's disease served as the inspiration for the company. Witnessing the enormous obstacles that caregivers had to overcome, Joana set out to develop a platform specifically designed to meet their unique needs.

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Careceiver originated from a year-long brainstorming process, led by Joana's exploration of concepts while channeling her constant devotion to solving the caregiver's predicament. This initial ideation quickly turned into a successful business endeavor as Joana brought together a diverse and talented team. This innovative team, which includes engineers for app development, healthcare professionals, and other experts, embarked on the journey to create *Careceiver*.

However, despite the challenges posed by the COVID-19 pandemic, *Careceiver* persevered in meeting the growing demand for caregiver help. Joana and her team improved their platform through pilot programs, maintaining a commitment to developing caregiver support and resource accessibility, which drove the app's growth in the face of adversity.

Recognizing the pressing concerns for informal caregivers in Portugal, marked by the country's highest percentage of co-residential caregivers aged 50+ in Europe by 2020, experiencing lower employment rates (14.9% vs. 25.7%), higher depressive symptoms (56.4% vs. 35.5%), and lower quality of life (30.93 vs. 32.59), when compared to non-caregivers, underscores the imperative for targeted policies addressing these issues (Barbosa, Voss, Matos (2020)). Therefore, *Careceiver* marked the beginning of a transformative journey to emerge as Portugal's leading platform for caregivers and families seeking to improve their quality of life. This vision was inspired by the nation's demographic shift toward an older population, demanding a new, creative, and empowering approach to caregiving and caregiver assistance, in addition to a lack of institutional support and healthcare experts.

5.1.3. *Careceiver*'s Strategic Approach

Careceiver's mission is to empower and support caregivers by improving their capacity to provide care and take care of psychological, legal, and medical aspects. This point examines its

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strategy and objectives while committing to a holistic caregiving approach and commitment to a cooperative support network.

To start, the **Value Proposition Canvas** (Appendix 15) serves as a visual tool to articulate how *Careceiver* addresses caregivers' needs, pains, and gains, to foster a deeper understanding of their value proposition (B2B International. (2022)). The app provides their customers with vital information, direction, and support, addressing their pain points, such as the mental and physical burden of caring. This leads to gains such as increased health literacy, reduced burnout, stronger social ties, higher quality of life, and knowledge of innovative community projects.

Aligned with this strategy, *Careceiver* empowers and assists caregivers through comprehensive support in properly handling their obligations. The fundamental idea is to give caregivers access to various tools and materials on one platform, covering medical appointments, information through quizzes and videos, legal support, consulting services, nursing and psychological appointments, and personalized care plans. This multifaceted approach addresses caregivers' needs comprehensively, enhancing the quality of care provided.

On another note, *Careceiver's* strategy is rooted in a holistic approach, recognizing that providing care extends beyond meeting medical needs. The app offers support covering broader aspects of caring, such as mental health and general well-being, with the aim of enhancing the quality of life of both caregivers and those receiving care.

Building a cooperative network of support is another key component of *Careceiver's* plan of action, which entails a tight collaboration with the local community, healthcare institutions, and municipalities. This community-centered strategy aims to ensure caregivers have access to a variety of resources, strengthening support bonds and creating a more inclusive environment.

5.1.3.1. Primary Objectives and Founding Principles

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As a first step into *Careceiver's* objectives and principles, its founder and CEO stated the importance of understanding the caregiver's reality and those receiving care. Thorough research and analysis are conducted to gain insights into the challenges and needs of caregivers, allowing the brand to **tailor its platform and support to meet these specific needs**, which is the first main goal of the company.

Hence, a second key objective is the **development of programs for active and healthy aging**. *Careceiver* aims to encourage individuals to age gracefully by offering resources and support that enable them to maintain their health and independence.

Careceiver's third objective revolves around **supporting individuals in their natural living environment**. This means providing caregivers with the tools and knowledge they need to deliver care within a home setting, ensuring the comfort and well-being of the care recipients.

Therefore, having in mind the last two stated objectives, a key principle that *Careceiver* follows is the promotion of **human-centered healthcare and enhanced community quality of life**. By focusing on the human aspect of caregiving and emphasizing quality of life, *Careceiver* aims to create a more compassionate and supportive caregiving environment.

Finally, the ultimate goal of Joana, and what both the *Careceiver* App and Web Platform are trying to accomplish, is the **reduction of caregiver burden**, by improving the quality of care and enhancing the overall quality of life for both caregivers and care recipients.

In summary, *Careceiver's* fundamental objectives and founding principles are reflected in its brand identity, moral stance, and core benefits. The company's **Brand and Moral** acknowledges that "HAPPILY EVER AFTER" represents the notion of looking out for both caregivers and people receiving care. Its philosophy emphasizes community-based care, reducing isolation and easing caregivers' responsibilities for a happier and healthier society.

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Moreover, the **Core Benefit** centers on relieving the physical and emotional burden on informal caregivers, enhancing their overall well-being and quality of life.

5.1.3.2. *Careceiver's* Action Plan

5.1.3.2.1. Caregiver-Centric Platform Tactics

Getting into the key tactics adopted by *Careceiver*, we first acknowledge the need to **target caregivers**. The primary focus is on informal ones, including family members who may not be officially recognized as caregivers under current legislation. Regardless of the age or needs of the care recipients, *Careceiver's* mission is to support everyone responsible for providing care.

To complement the first step, looking at the **Customer Insights** (Appendix 16), *Careceiver* targets both B2B (Municipalities) and B2C (Informal Caregivers) markets in Portugal. The Total Available Market (TAM) is substantial for both segments (€16.6M and €162M), representing the entire demand without limitations. The Serviceable Available Market (SAM) is a realistic subset of TAM, indicating the portion the company can target based on resources, capabilities, and strategy (€6.6M and €97M). Lastly, the Serviceable Obtainable Market (SOM) (€0.39M and €0.17M) is a narrower segment that considers competition and marketing effectiveness, defining the achievable market share within the serviceable addressable market. Additionally, *Careceiver's* **stakeholders**, including municipalities, clinical centers, hotels, spas, pharmacies, healthcare associations, orthopedic product stores, informal caregivers, media, and social care institutions, play essential roles in validating the company's model and supporting its initiatives.

As a second approach, *Careceiver* is actively engaged in **Product Development** to create a personalized platform to address caregivers' daily needs, reflecting the company's commitment to continuously enhance its offerings, ensuring close alignment with the evolving requirements

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and preferences of caretakers. Therefore, this platform guarantees that caregivers can provide the greatest care possible by providing them with knowledge, instruction, and support.

Along the same vein of thought, **providing quality information** is a great concern that *Careceiver* always seeks to cater to. Because nurses develop the content on the platform, a patient-centric approach and personalized care plans are ensured. This "X factor" sets the platform apart in terms of the quality of the service and information provided.

To meet the many needs of caregivers, *Careceiver* seeks to establish an ecosystem of tools, healthcare experts, information, and services. This **ecosystem** strategy guarantees that caregivers have access to a wide range of resources and support.

Lastly, all these stated plans combined will lead to the company's **revenue sources**, which are primarily generated through subscriptions from municipalities, training courses, and the training center, partnerships with educational institutions, and book sales. A component of its revenue model is also offering discounts to users and national associations.

5.1.3.2.2. Growth Initiatives

As a starting point for *Careceiver*, before launching the app widely, the company is running **seven pilots** to test its usefulness and efficacy. These pilot programs are essential for optimizing the platform and bringing it into line with real-world caregiving needs.

Moreover, to put *Careceiver* in an upfront position, the company must seek to **collaborate with influential local healthcare organizations and institutions** to better serve informal caregivers in their respective communities, ensuring alignment with specific regional needs.

Therefore, in terms of **partnerships and expansion**, the business collaborates with municipalities and healthcare centers, for example, "Centro Hospitalar de São João", in Lisbon,

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to make its platform available to caregivers and to expand its reach and impact. Key tactics include looking into joint ventures with medical services and growing services within municipalities.

As a result of these partnerships, *Careceiver* aims to position itself as a valuable **complement to government-funded initiatives** for caregivers. By working in harmony with these programs, the company can provide a more comprehensive solution.

Moreover, *Careceiver* is actively trying to develop a **marketing strategy** to enhance visibility and promote the app. This includes exploring collaborations with sponsors like *Lidl*, which recognized them through winning the "Ajuda Mais" project competition prize. Despite having a budget in place for these initiatives and to develop an effective marketing strategy, they seek assistance to implement them strategically for increased awareness and audience expansion.

Finally, in another step of *Careceiver*'s progress, aligning all partnerships and improving the abilities and knowledge of caregivers, the company intends to open the first **capacitation center**, the Caregiver Training and Research Center, *Reabicare*, in 2024, in collaboration with academic and hospital organizations. Functioning as a hub for workshops and caregiver training, the caregiving sector will have a better future thanks to the extensive services and resources this center will offer to assist both caregivers and those receiving care.

5.1.3.2.3. Next Steps

The progress of the development of *Careceiver* converges with the company exploring opportunities for **future expansion** to make its services available to a broader audience, initially within municipalities. Additionally, the company has ambitions to expand to new markets where the aging population presents similar caregiving challenges, such as Spain, Italy, and Greece.

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In conclusion, *Careceiver* aims to empower caregivers and improve quality of care through comprehensive plans and principles. *Careceiver* is well-positioned to significantly alter the caregiving landscape and, in the process, enhance the lives of caregivers and care recipients by embracing a holistic approach and encouraging community participation. However, the lack of a cohesive branding strategy is a crucial concern, particularly important as *Careceiver* intends to expand, and determining how to increase awareness centers on addressing this key aspect to effectively communicate their mission and impact.

5.1.4. App and Product Portfolio

At the heart of *Careceiver*'s mission lies their core product - the *Careceiver* platform - which provides a variety of tools and services that are specially made to assist caregivers in their vital tasks. However, *Careceiver* wants to be more than just a platform - it wants to be able to provide a wide range of services, including training courses, online videos produced in partnership with nursing schools, caregiver books, and the establishment of a dedicated training center.

The centerpieces of *Careceiver*'s product line are the app and platform, designed to provide caregivers with a holistic solution to fulfill their caregiving duties with confidence. With a long-term vision of positively impacting primary healthcare through technological innovation, the company aims to enhance individual well-being by promoting informed decision-making. To accomplish this goal, the company actively pursues a strategy to improve health literacy and looks for partnerships with different institutions and organizations, as mentioned previously.

5.1.4.1. Careceiver's Key Features

Information Hub: *Careceiver* offers a range of information on caregiving, health, and well-being, created by nurses for a personalized approach. It also provides legal support,

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consultation, nursing, and psychological sessions in addition to helping with medical appointment scheduling.

Community Platform: Creates a supportive ecosystem for caregivers to connect, share experiences, and access valuable resources. It is also a way for caregivers to be in touch with other family members and healthcare professionals, to express their concerns and get some help.

Care Plans: Offers personalized care plans tailored to the specific needs of the patients and the caregivers, in a way that combines the daily routine of the caretakers with the responsibilities and lifestyle that each care recipient entails.

Partnerships and Points System: Collaborates with external organizations to offer caregiver discounts and incentives, by encouraging user engagement through a rewards system and unlocking additional app features. For instance, *Careceiver* is currently forging a collaboration with "Odisseias", a Portuguese relaxing experiences provider, to empower caregivers to earn points in the app and exchange them for enriching experiences, such as spa treatments and relaxation, to try to reduce the burnout that they might feel.

Training and Education: Offers training courses, quizzes, informational videos, and educational resources to enhance caregivers' skills and awareness, which creates a sense of community with the creation of this ecosystem of services, mostly provided by the knowledge of health professionals.

Rehabilitation and Capacity-Building Workshops: Conducts workshops in collaboration with nursing universities to enhance caregivers' skills. The comprehensive training program covers fundamental caregiving tasks in a simulated home setting, including patient transfer from wheelchairs, personal hygiene assistance, and meal preparation. Caregivers also gain

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nursing insights, addressing daily routines and rehabilitation nursing to improve specific activities, such as arm movement for tasks like drinking water.

5.1.4.1.1. Product Portfolio: Mobile App and Web Platform

Careceiver offers both a mobile app and a web platform to satisfy the needs of caregivers and care recipients. In this section, we will break down the *Careceiver*'s product portfolio by, firstly associating the features described above with each platform, offering a detailed breakdown of their respective capabilities and, secondly, analyzing the functionalities of the Back-Office tool.

On one hand, the **Mobile App (*Careceiver*)** offers task lists for efficient caregiving organization, a synchronized calendar for managing available support, medication tracking for necessary medications, a partner network map for discounts with local partners, a well-being tracker to monitor emotions and physical fatigue, a trusted circle to share caregiving responsibilities with friends and family, and access to news and information to stay updated on caregiving, healthcare, and legislation.

Additionally, the app offers various subscription options, including a free version, a premium version, and an annual membership for municipalities. The premium version includes additional features such as care plans, training, and access to the partner network.

On the other hand, the **Platform (*Careceiver* Website)** provides quizzes to test knowledge and discover caregiving needs, checklists for significant caregiving events, eBooks for caregivers to gain clarity on caregiving concepts, posters with concise emergency information for home situations, and videos for quick and reliable information.

Besides the app and web platform, the *Careceiver*'s **Back-Office** is another tool where the municipalities, healthcare professionals and caregivers can better understand the population

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needs and handle requests with the help of its features, which include event and volunteer management, data and statistics tracking, and partnerships (Appendix 17).

To conclude, the *Careceiver* App is, therefore, the central focus of the company, designed to support informal caregivers by addressing their pain points, offering vital information and support, which results in increased health literacy and reduced burnout.

5.2. Potential Users

With a caregiving experience ranging from little to over a decade, strengths from caring for elderly relatives, mostly parents with problems such as Dementia and Alzheimer's or need daily care, include providing appropriate emotional support and companionship, while challenges include managing medical appointments, medication schedules, availability, staying informed about caregiving techniques or resources, and not getting their mental health affected. Potential users mentioned that challenges have been "to keep her alive as long as possible with the greatest dignity, without therapeutic overkill" and "not letting my mental health get affected by my mother's depression".

Most respondents are not aware of specific digital caregiving brands, mentioning only general healthcare-related websites and apps like WebMD, Healthline, Medisafe Pill Reminder, and MySNS. When asked to provide an opinion about the healthcare industry, it varied, with 4/11 caregivers expressing positive views, believing that it has made advancements in recent years, while most of them have a negative one, finding it costly and limited in terms of care for the elderly.

Regarding purchase habits, 4/11 of potential users rely on medication reminder apps and websites, while others have not yet explored digital tools for caregiving. However, only 3/11

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respondents have considered subscribing to support platforms to make caregiving tasks more manageable but are open to it, especially if it can simplify their responsibilities.

When describing their routine, common tasks include meal preparation, assistance with personal hygiene, medication management, medical appointments, and providing companionship, with needs changing throughout the year, especially in response to seasonal variations. Caregivers envision, as an ideal solution, a support platform fitting into their daily routine and addressing their needs by offering a centralized hub for managing care, providing tips and resources, and connecting them with healthcare professionals, which describes *Careceiver*. In addition, 8/11 of the respondents also expressed the need to hire caregivers, nurses, or doctors, to take care of their family members, especially in case of emergencies, mentioning the need “to have someone who could stay with my mother during the hours I work and provide her with all the necessary care”.

Considering their decision-making process to choose a support platform, factors that caregivers value in a browsing experience include a user-friendly interface, clear information, and a responsive support team as occasional issues with their shopping experience in digital healthcare tools include navigating complex interfaces and conflict of information. Informal caregivers rely on several information sources to learn about the healthcare industry and services, including healthcare organization websites, articles shared on social media, and discussions on caregiving forums. In fact, the quality and accuracy of information are of utmost importance thus they value content created by healthcare professionals, particularly nurses.

After presenting *Careceiver*'s website and explaining the service offered, the respondents expressed interest in the brand, recognizing its potential to simplify caregiving responsibilities, focusing on partnerships, tips, and accurate information. Additionally, most respondents would like *Careceiver* to incorporate caregiver recruitment into its offerings. Although respondents

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did not specify alternative brands for caregiving support, they do not exclude that idea, which could imply a competitive landscape in the industry that *Careceiver* should be aware of.

5.3. Users

The choice of caregiving services and resources is a thoughtful decision by *Careceiver* users. They rely on professional advice, personal experiences, and the internet to select the options best suited to their needs. It is noted that 40 percent of caregivers are or have spouses in the healthcare industry and use their knowledge of the field to guide their choice of services.

The *Careceiver* App has earned user approval because of its ease of use, efficient organization, and time-saving capabilities. It fosters connection among caregivers, with the ability to stay in touch with other family members through the app being particularly appreciated, helping to create a support network among caregivers. The app acts as a complement to existing caregiving services, offering valuable functions such as medication and appointment management. Furthermore, for some, it not only complements professional health services by providing real-time data but also helps store crucial information. The ease of communication between caregivers and health professionals is a distinguishing feature valued by users.

Regarding competition, most users are unaware of direct competitors and rate *Careceiver* as an effective and practical app. There is little interest in switching to alternative solutions because the current platform fully meets the needs of caregivers.

Careceiver users expressed some considerations and suggestions to further improve the platform. Common requests include adding vital signs monitoring devices, expanding the app's partner network, and providing access to more discounts. Some caregivers also express interest in financial support and incentives as an additional form of support in their caregiving efforts.

5.4. Municipalities

Municipalities considered the typical profile of *Careceiver* users to include mostly women, aged between 40 and 60, income range from 500 to 1000 euros, that need help navigating the healthcare system because they are overwhelmed. The predominant concern of the 4 respondents was inclusivity, to ensure that the resources and services offered through the *Careceiver* platform are accessible and beneficial to individuals from diverse demographic backgrounds.

The *Careceiver* platform is regarded as a valuable complement to the municipality's health services because it adheres to best practices in data security. The cost of implementing the platform is justified relative to the expected benefits, positioning it as a strategic investment. In addition, it is noted that the platform optimizes the responsiveness of social welfare services, thus helping to improve the municipality's capacity to handle emerging challenges.

Critical challenges for the municipalities include the need for greater visibility and recognition of unpaid caregivers and coordination among health, social and local organizations. *Careceiver* emerges as a key resource to address these challenges by providing resources, guidance, training, and respite services for unpaid caregivers. This approach aims to prevent burnout and provide an integrated support system to ensure the health and well-being of caregivers.

The municipalities' decision-making process for investing in digital resources, such as *Careceiver*, is based on an assessment of caregivers' needs, feasibility of integration, cost-benefit analysis, expert consultation, and consideration of privacy and data security. Decisions are informed and geared toward implementing effective digital solutions that meaningfully support caregivers in their role. Expected performance indicators for *Careceiver* implementation include improved accessibility to health services, reduced waiting times,

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increased engagement in promoted activities, and increased user and caregiver satisfaction. Expected outcomes also include a reduction in non-emergency in-person visits, increased care coordination, and improved data and information management.

The importance of the platform being highly accessible, inclusive, and culturally sensitive to effectively address community needs is evident. The implementation of awareness campaigns to promote caregiver recognition and use of the platform is recommended. In addition, it is suggested that specific resources be provided for caregivers of people with special needs, such as people with disabilities, to ensure targeted and comprehensive support.

6. Limitations

This project presents some relevant limitations that need to be considered when evaluating the results. First, the primary research encountered a few obstacles because the *Careceiver* App has not yet been launched. This circumstance made it complex to recruit a large sample size of *Careceiver*'s users. The fact that the number of interviewed *Careceiver*'s users was restricted provided us with limited, but still quality insights.

In addition, another challenge encountered regards the difficulties in conferring with municipalities, an essential component of the study. This challenge helped justify the restricted sample size involved in the research, limiting the ability to obtain a comprehensive and diverse representation of local municipalities' perspectives. The results should be interpreted with a clear understanding of the limitations of the methodological approach presented.

Careceiver should consider alternative analyses like a break-even analysis to assess the number of primary caregivers needed for break-even or the number of occasional caregivers needed. This detailed analysis could provide crucial information for the company's business strategy and long-term success, despite the lack of necessary financial data.

7. Marketing Strategy

7.1. Careceiver's Segmentation, Targeting and Positioning - Ana Sofia Silva

As previously mentioned, *Careceiver* has not launched yet and is currently running pilot experiments with Portuguese municipalities. To evaluate the most suitable brand strategy for *Careceiver* to publicly enter the caregiver support market, particularly digitally through the form of a mobile app, it is crucial to gain a deeper understanding of how caregiving can differ - considering the needs of caregivers and the type of care provided - which are subject to distinguishing trends and responses to the brand, its services, and promotional activities. Following this evaluation, segmenting the market facilitates the determination of the most appropriate target audience for the *Careceiver* App. The next step is to determine the positioning of *Careceiver*, focusing on the brand's distinctive features compared to others within the caregiving support market. The segmentation-targeting-positioning approach will follow the framework described by De Pelsmacker, Geunes, and Van Den Bergh (2013, 121). The STP process focuses on the B2C market as municipalities will decide upon which support platform to implement based on how it responds to the needs of the caregivers in the community.

7.1.1. Segmentation Criteria

There is a considerably large and broad caregiving market in Portugal, whose common division of caregivers is between formal - service providers with professional training or experience - and informal - with no professional contract or training who usually have a pre-established relationship with the patient. However, this market division is too general, leading to the junction of severely different behaviors within the same group, which would result in an inefficient market segmentation.

To provide a clearer and more specific segmentation a narrower market was analyzed. Thus, instead of considering the whole caregiving market, the focus was only on the informal caregivers' support market - the priority of the *Careceiver* App - as the two types of caregivers are significantly different in terms of needs and motivations, creating very distinct markets. Nevertheless, the same criterion could be applied to formal caregivers. Accordingly, an adequate market segmentation criterion is the caregivers' **level of involvement** in their caregiving responsibilities, classified as a specific behavioral variable (De Pelsmacker et al. 2013, 122). This criterion incorporates several factors that reflect the extent and nature of a caregiver's assistance in the care of the recipient, for which essential elements in considering the level of involvement include physical care, medical care, emotional support, financial support, coordination of care, advocacy, instrumental support, education and research, and crisis management, among others. Additionally, presuming that the primary caregiver has the highest level of involvement, which is consequently proportionally translated with a higher number of responsibilities, burden, and time and resources dedicated.

7.1.2. Segment Profiles

According to De Pelsmacker, Geunes, and Van Den Bergh (2013, 122), after the criterion for segmentation is determined, the market is divided into homogeneous groups of consumers who share identical needs or respond similarly to marketing and communications efforts.

To categorize the level of involvement, the informal caregiving market was divided into three segments: primary caregivers, secondary caregivers, and occasional caregivers.

As the segment with the highest level of involvement, spending the most time and resources on their caregiving tasks, **primary caregivers**, who may have the Portuguese official and legal statute, are the main ones responsible for the care of the recipient, providing their services daily or almost, usually following an already established routine. Based on the primary and secondary

research, the group presents a considerably high female predominance, with ages ranging from 40 to 65 years old and a monthly income that either varies from the corresponding Portuguese minimum wage to a little more than 1000 euros as they need to be in a part-time or a less demanding position or they are unemployment receiving only an insufficient caregiving support allowance or the old-age pension. Primary caregivers are usually family-related to the patient, taking care of parents or in-laws despite having children. Their mental health is severely affected due to the demanding and challenging nature of caregiving responsibilities, presenting symptoms of stress, anxiety, depression, or burnout, among others (Gèrain and Zech 2019). Thus, they require care management assistance - supervising the schedules of appointments and medication, checking vital signs, and administering specific care treatments - to stay in touch with the care team, access to direct and accurate information, skills development training, balance their emotional health, and keep the other caregiving members involved updated.

Secondary caregivers are the right-hand of the primary caregivers or assist in the care when the patient can take care of himself and be alone most of the time or is accompanied by a formal caregiver, presenting a similar profile to the previous segment. Fundamental differences between both segment profiles include a higher percentage of male caregivers, despite still being highly female-dominated; a vaguely younger age; a higher income due to an increased time availability; although mental health is still affected, the burden and negative effects are much reduced (Gorostiaga, Etxeberria, Salaberria, and Kortabitarte 2022); and the quantity of resources and time spent, for which the frequency of services provide reduces by more than a half. While the primary group tasks focus mainly on healthcare, the secondary group is responsible principally for providing companionship. Therefore, they need to stay informed about health and treatment updates of the care recipient and have access to rapid information.

Presenting the lowest level of involvement, **occasional caregivers** are not used to taking care of the care recipient, assisting in case of emergencies where neither the primary nor the secondary segment are available. This group presents a wider age range of people in their 20s to 70s, a higher percentage of men than the previous segments, significantly less affected mental health and burden, and a lower probability of being family-related as it could include friends and neighbors, among others. This group does not require constant health and treatment updates about the care recipient as they only need directions on the day of the emergency.

An adequate market segmentation follows four conditions - segments must be large enough, measurable, attainable, and different (De Pelsmacker et al. 2013, 134):

Segments must be large enough to justify the creation of distinct and lucrative marketing campaigns tailored specifically to each segment. As already noted, it is estimated that Portugal has approximately 1.1 million informal caregivers (Agência Lusa 2023), which includes only the primary and secondary groups, representing approximately 10% of the Portuguese population. The occasional caregivers' segment is also considerable as the conditions to be a member of the group are easily reachable by individuals in the age range.

The second characteristic, measurability, signifies that it should be feasible to collect information regarding segmentation criteria, which is the level of involvement, as well as the dimension, composition, and purchasing capacity of the segments. Although it is an estimate, as the caregiving market is still in recent studies, in terms of size, it is feasible to suppose the composition of each segment: 100,000 primary caregivers, 1,000,000 secondary caregivers, and 3,400,000 occasional caregivers (Appendix 19). In addition, the purchasing power can also be measured as a higher level of involvement requires caregivers to not be employed, have a part-time, or a less demanding position due to the elevated burden associated with their caregiving responsibilities, which translates into a lower income. Consequently, according to this logic,

occasional caregivers have a higher income, following an inversely proportional increase between the level of involvement and the purchasing power.

Regarding the attainability aspect, it implies that segments should be both actionable and reachable. Furthermore, individuals in the segment should be identifiable in addition to easily accessible through communications media and sales channels. Caregivers within each category can be easily recognizable due to the considerable distinct needs and symptoms of mental health. Furthermore, it can be assumed that caregivers within the same group share identical purchasing power, engage with common media channels as caregiving support platforms through which they can be accessed, and prioritize similar aspects consequently responding likewise to marketing stimuli, categorizing the segments as actionable.

Lastly, the differentiation requirement pertains to the homogeneity within segments. Consequently, members of one group should exhibit similar responses to marketing stimuli and differ in their reactions from members of other segments. As described in the segmentation profiles, each group has specific needs: primary caregivers require help with care management, accurate information, training, and emotional support; secondary caregivers require care and treatment updates and easy access to information; and occasional caregivers only require specific directions on the day of the service. Consequently, the response to marketing efforts varies based on the caregiver segment and their respective level of involvement.

7.1.3. Attractiveness of Segments

Before determining the ultimate suitable target group(s) for the release of the *Careceiver* App, it is essential to evaluate the attractiveness of each segment in terms of its potential opportunity size. For that effect, assumptions and estimations were made, as, once the caregiving market is still a recent topic of study, both internationally and in Portugal, few accurate data are available.

Firstly, the size of each segment must be calculated (Appendix 19). Bearing in mind the 1.1 million primary and secondary caregivers and that approximately 16,300 individuals have a legal primary statute (Pinto 2023), we suppose that the number of primary caregivers is significantly higher. This is because they are not all registered despite providing the respective services due to the restrictive criterion to become one - such as residing with the care recipient in the same household, not engaging in paid employment, and not receiving unemployment benefits, among others - left being unfairly labeled as secondary caregivers. Considering that 3,776,258 individuals are in the age range defined for the segment profile (PORDATA 2023) (Appendix 18 and 19) and assuming that around 2.5% provide daily care, we estimate that there are approximately 100 thousand primary caregivers in Portugal. As a result, the remaining 1 million are secondary caregivers, which represents around 26.5% of the age range. In addition, given that there are 6,742,615 individuals within the age range identified for the occasional caregivers' profile (PORDATA 2023), and presuming that 60% of this demographic engages in caregiving - removing primary and secondary caregivers - based on estimations, there are approximately 3.4 million occasional caregivers. As expected, the percentage of the population that belongs to the age range of each segment profile and is estimated to fulfill the remaining criterion increases immensely with the decreasing level of involvement.

Once the size for each segment is determined, the opportunity size of each segment can be assessed (Figure 5). Caregiving apps available on the Google Play Store struggle to gain popularity, with 77.8% having less than 5,000 downloads and 97% falling below the 100,000 mark (Bidenko and Bohnet-Joschko 2022, 3). During the first quarter of 2023, individuals downloaded 8.1 billion apps from the Apple App Store and 27 billion from the Google Play Store (Statista, 2023), 3,3 times higher than Apple. Adjusting to the proportion and combining both platforms, the numbers indicate that 77.8% of caregiving apps have fewer than 6,500 downloads and 97% have less than 130,300. Given the relatively smaller size of the Portuguese

market compared to international ones but considering that caregivers will be incentivized by the municipalities to download the app - a motivation that most apps do not benefit from - *Careceiver* is anticipated to fall within the lower range of downloads, but not at the minimum level. As there are no studies regarding the number of downloads per segment, the following percentages were estimated for the probability of caregivers downloading the *Careceiver* app - 5% of primary caregivers, 2% of secondary caregivers, and 0.005% of occasional caregivers. Thus, the probability of downloading the app is proportional to the level of involvement, as primary caregivers are the first to do it because they urgently need help in care management and mental health support, secondary caregivers download the app to have access to the updated care inputs or rapid information, and occasional caregivers have an extremely low motivation as they will only need the information in the day of the emergency and will not install the app for such a short period. Compiling this data, the opportunity size of each group can be determined, as outlined in the following table:

Figure 5: Opportunity size (total and per segment).

Caregiving's level of involvement	Primary	Secondary	Occasional	Total
Number of individuals	100,000	1,000,000	3,400,000	4,500,000
Probability of downloading the app	5%	2%	0,005%	
Opportunity size	5,000	20,000	170	25,170

While the opportunity size is greater for the secondary caregivers' segment - 20,000 individuals - it is important to recognize that most members of that group would only download the *Careceiver* App if it provided them access to the updates by primary caregivers, despite being helpful for all segments. Moreover, the key differentiating features of the brand are the focus on the caregivers' mental health - such support is one of the main needs of the primary group - and the ecosystem built around the care team - for which primary caregivers, doctors, and nurses

are essential. Therefore, the primary segment can be considered notably more attractive - 5,000 individuals - as the app's offer perfectly matches the needs of the group. Once the understanding that primary caregivers are using *Careceiver* is spread by word-of-mouth in support forums, the ripple effect will not only significantly boost brand awareness but also influence the brand perception among both the primary and secondary segments. Considering brand loyalty, the Portuguese population is not very educated in terms of caregiving support platforms due to the reduced number of studies regarding this new and current topic, so they are not likely to search for alternatives. *Careceiver* has exclusive partnerships and a three-year minimum contract with municipalities because of the elections, giving the brand enough time to demonstrate its purpose and gain credibility. In addition, primary caregivers are the segment with the most contact with municipalities in terms of care management, so they are the most likely to be influenced by the municipalities' efforts to promote the app. While secondary caregivers will find the *Careceiver* app helpful, occasional caregivers will not consider that an app they use only for one day is worth being installed and occupying space on their smartphones.

7.1.4. Target Groups

Upon evaluating the potential of each segment, the primary caregivers segment emerges as the most suitable target for *Careceiver*, offering the potential for long-term success. Nevertheless, the brand could derive significant advantages by also catering to secondary caregivers, allowing the company to broaden its outreach to a wider, yet relevant, audience. Secondary caregivers who are not as involved and willing to spend a lot of time offering care and whose slightly younger age makes them more tech-savvy are more likely to look for shortcuts, thus downloading the app might be relevant, making word-of-mouth work both ways. Relying solely on the first group may not fully exploit the marketing efforts associated with the app launch. Conversely, targeting all segments poses the threat of creating overly generalized and less

appealing campaigns. Consequently, **the primary caregivers' segment will be the primary focus, with the secondary caregivers' segment serving as the secondary target.**

7.1.5. Desired Unique Positioning

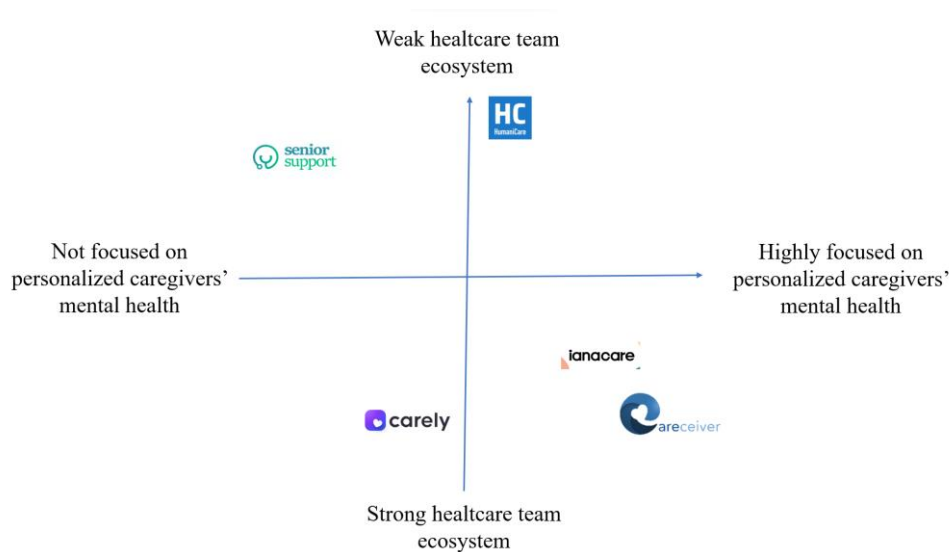
Once the segment *Careceiver* should target is identified, the brand needs to develop its positioning strategy. As outlined by De Pelsmacker, Geunes, and Van Den Bergh, positioning a brand or product involves distinguishing it from competitors in the minds of consumers, considering their complex array of perceptions, feelings, and impressions (2013, 139). Furthermore, positioning through product attributes and benefits relies on a unique selling proposition which renders a company's brand or product distinctive and appealing to the target market. The decision regarding positioning is a result of an analytical process aimed at addressing key questions according to Kapferer (2012, 153): who is the product/brand for, who are its competitors, what benefits does it provide, and what reasons support the claimed benefit. To position *Careceiver* in the caregiving support market, these questions will be addressed.

The *Careceiver* App is designed for primary and secondary caregivers, representing the primary and secondary target audiences, respectively. These caregivers are identified as experiencing severely affected and affected mental health, respectively, in comparison to the occasional caregivers' group. With the rationale for this choice already established, the subsequent sections will delve into a more detailed analysis of these aspects.

It is crucial to pinpoint the context in which the app will compete, ensuring its alignment for connection and comparison with the appropriate competitive group. *Careceiver* is set to be launched in the caregiving support market, where it will face competition from established nationwide and multinational brands, as outlined in Section 4.2 - Competitor Analysis. It is crucial to mention that the caregiving support market is recent and still growing thus several brands are expected to be in development and launched in the following years.

After determining the targeted audience and frame of reference, it is essential to contemplate the app's advantages that foster preference and encapsulate *Careceiver*'s competitive advantage in the caregiving support market. While *Careceiver* presents numerous benefits - including care plans, management advice, updated information, legal assistance, and various partnerships - **two aspects distinguish it from the other brands: the focus on supporting caregivers' mental health** without compromising the aforementioned benefits **and the establishment of an ecosystem centered around the care team**, incorporating doctors, nurses, primary and secondary caregivers, and social workers. To illustrate the caregivers' perception of the brands, considering *Careceiver*'s distinctive features, a positioning map was built (see Figure 6).

Figure 6: Perception map considering *Careceiver*'s key competitors in the caregiving support market.



While HumaniCare and IanaCare occupy the positive quadrants of the horizontal axis, *Careceiver* uniquely stands out by providing specialized mental health support for caregivers. Although HumaniCare and IanaCare are committed to supporting caregivers - in more ways than just care management as Senior Support and connecting the healthcare team as Carely - they fall short in addressing some aspects of mental health, notably personalized and individual support. Consequently, HumaniCare and IanaCare deserve recognition as their support

enhances caregivers' mental well-being, surpassing the more indirect contributions offered by the brands in the negative quadrants. Considering the vertical axis, *Carely* and *Careceiver* present a similar offer, while *HumaniCare* and *Senior Support* are on opposite quadrants. Additionally, *IanaCare* does not connect doctors and nurses with the ecosystem it builds. Overall, *IanaCare* and *Careceiver* present a similar positioning and, consequently, similar offerings, with one key difference: the support provided by *IanaCare* is more general while the support provided by *Careceiver* is personalized, which for some is translated into higher quality service. This is justified by the fact that *IanaCare* is positioning its brand in a wider market for all types of patients and care, resulting in less specialized and personalized content. Thus, *Careceiver* is the only brand that provides personalized mental health support and a healthcare ecosystem for informal caregivers.

Regarding the reasons that support the claimed benefits, it is crucial to mention the features of the *Careceiver* App, which for mental health support includes personalized and specialized content developed by medical specialists, which includes care plans for both caregivers - mental health - and care recipients - general health - and considering the healthcare ecosystem it presents readily updated information due to the rapid connection between all members.

Careceiver's positioning can be encapsulated in the subsequent positioning statement: "To primary and secondary informal caregivers, *Careceiver* is a caregiving support app that offers mental health support without compromising the quality-of-care management developed around the healthcare ecosystem because of the personalized, specialized, and updated content created by healthcare professionals". It is anticipated that through the adoption of this strategic positioning, *Careceiver* will outshine its competitors in the eyes of consumers, being recognized as the optimal solution for caregivers' needs, thus elevating its brand awareness.

8. Conclusions

Considering that the *Careceiver* App has not yet been launched, this project provides an in-depth analysis of how to create a brand strategy following every critical face of this process. Starting from a comprehensive evaluation of the context and the world of caregivers and their needs that emerged in primary research and analyzing the trends and the competitive set-in secondary research, it was possible to create a basis for the following developments.

The caregiving market analysis has provided valuable insights, enabling *Careceiver* to establish a unique positioning. In addition, the development of a brand personality, and verbal and visual elements is of paramount importance to establish a direct connection with consumers. Finally, the creation of targeted communication strategies will allow *Careceiver* to effectively convey the use of the app to consolidate the brand to make it the main protagonist in the support app for informal caregivers in Portugal.

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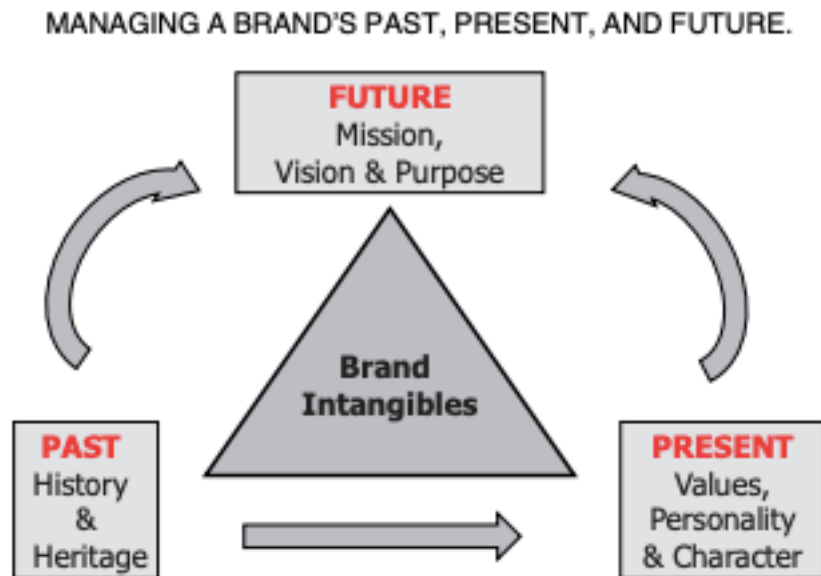
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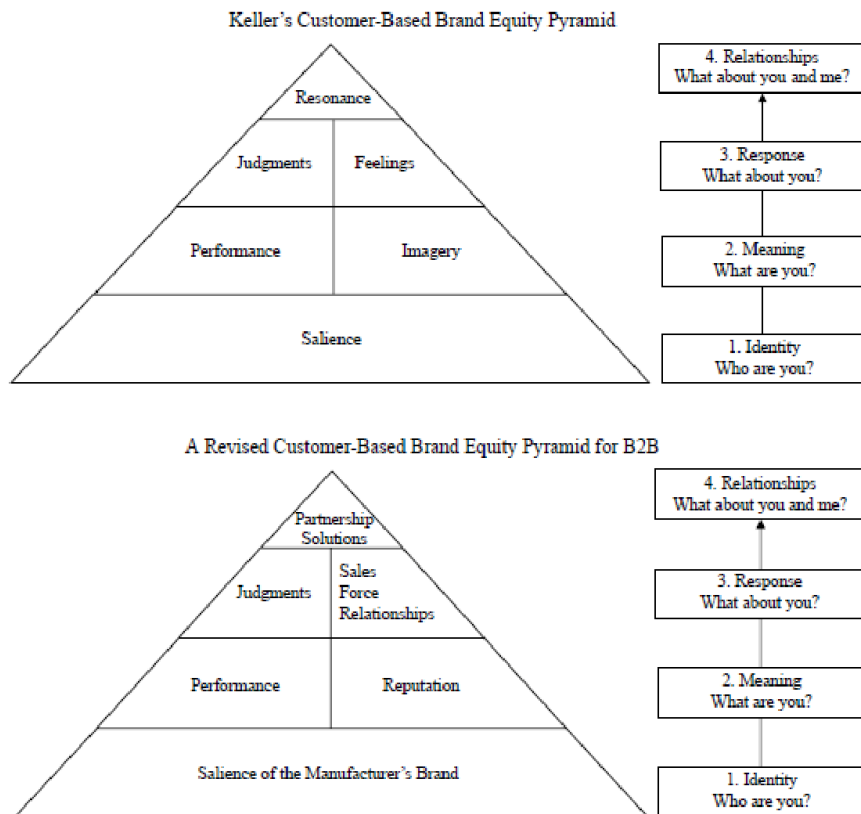
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Appendix

Appendix 1 - Brand Intangibles Triangle: Past, Present, Future



Appendix 2 - Keller's Customer-Based *versus* B2B Brand Equity Pyramid



Source: Keller (2003), Kuhn et al. (2008)

Appendix 3 - Potential users' discussion guide

Discussion Guide – Carereceiver (Caregivers)

Introduction

Hello! Thank you so much for your time. My name is (...) and I will ask you a few questions. Firstly, let me know if you feel comfortable with recording this conversation. It will be analyzed for academic purposes only and deleted after the project is delivered.

This study will take around 45 minutes and it will cover open questions about your experience, some questions regarding the industry and then move on to your perceptions of a specific brand. Please remember that there are no right or wrong answers. By conducting this interview, our team is only looking for your personal experience and opinions.

Warm-up

- Can you explain briefly who you are (age, gender, city, profession, level of education)?
- In what conditions are you a caregiver?
- What is your relationship with the person you take care of?
- What is your experience as a caregiver?
- What comes easy to you?
- What do you struggle with?
- If you could magically create a solution, what would it look like?

Category habits & involvement

Awareness of brands

- When you think of digital healthcare resources, which brands come to mind first?
- What other healthcare brands can you think of?
- What is your opinion of the industry? Do you have a positive or negative opinion?

Purchase habits

- Have you considered subscribing to a caregiver support platform?
- Do you currently use any digital tools or apps to assist you in caregiving responsibilities?

Decision making

- When you decide on one healthcare service, what are the main factors that influence your decisions?
- When making decisions related to caregiving, do you seek information or support from digital sources, such as apps or websites?
- How do you prioritize which caregiver support tools or services to use in your daily routine?
- What would motivate you to decide to subscribe or invest in a caregiver support platform like Careceiver?
- When considering acquiring a service in this category, do you read reviews from other customers before deciding? If so, what types of reviews do you find most helpful?

Needs – routine usage

- Can you describe the most common caregiving tasks or responsibilities you manage on a daily or weekly basis?
- How do you envision a caregiver support platform fitting into your daily routine and addressing your caregiving needs?
- Could your needs change throughout the year?

Shopping experience

- Are you satisfied with the process of browsing and selecting resources in a digital healthcare tool?
- What are some of the factors that you look for in a positive browsing experience?
- Have you ever had any issues with digital healthcare tools?

Information sources

- What sources of information do you typically rely on to learn more about the healthcare industry and services available? Do you follow brands on social media, read the newspaper, or visit their websites?
- Do you value content created by healthcare professionals, such as nurses, when seeking information about caregiving?

- How important is the quality and accuracy of the information? Would you trust the information available on their website or app?

Appendix 4 - Users' Google Form

Google Form – Careceiver Users

Good morning! We are Master's students in Management at NOVA School of Business and Economics. We are conducting this survey as part of our thesis research project, with the aim of obtaining information about the knowledge and perceptions regarding the caregiver support platform, Careceiver.

This survey is expected to take approximately 15 minutes. Your answers will be used exclusively for the purposes of this project.

If you have any questions or need further information, please do not hesitate to get in touch: 43234@novasbe.pt, 53749@novasbe.pt, or 54324@novasbe.pt

We sincerely appreciate your time and cooperation!

1. Can you briefly explain who you are (gender, age, occupation, income, psychological characteristics, etc.)?
2. What is your experience as a caregiver (conditions, relationship with caregiver, responsibilities, challenges)?
3. How do you choose the caregiver support services or resources that you use in your daily routine?
4. What features and quality standards does Careceiver have that are crucial for a caregiver support platform?
5. How do you rate the quality of the information/services offered by Careceiver compared to competitors? How likely are you to switch to a competitor?
6. Do you feel connected to other caregivers who use the Careceiver platform? And with nurses and doctors?
7. How do you imagine a caregiver support platform like Careceiver fits into your daily routine and meets your needs as a caregiver?
8. Do you have any additional comments or suggestions regarding the caregiver support provided by the Careceiver platform?

Appendix 5 - Municipalities Google Form

Google Form – Careceiver (Municipalities)

Good morning! We are Master's students in Management at NOVA School of Business and Economics. We are conducting this survey as part of our thesis research project, with the aim of obtaining information about your municipality's knowledge and perceptions of the caregiver support platform, Careceiver.

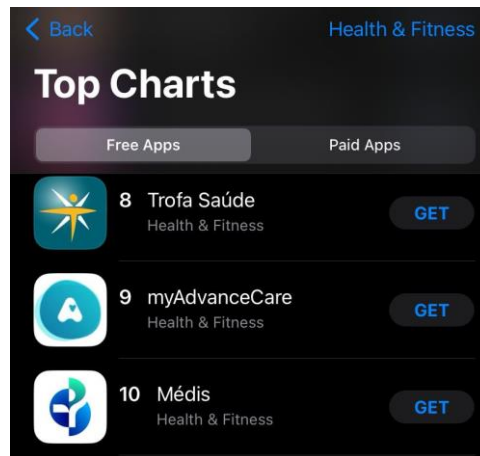
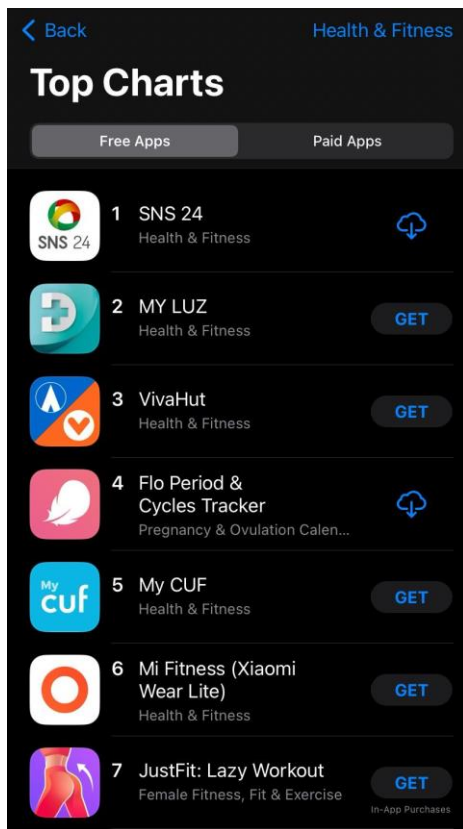
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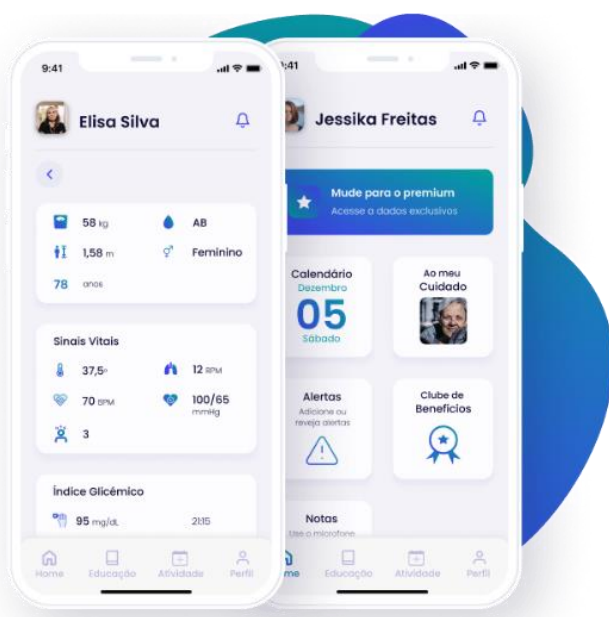
We sincerely appreciate your time and cooperation!

1. What features and quality standards does the Careceiver platform have to be considered a valuable complement to your municipality's health services?
2. What profile (gender, age, occupation, income, psychological characteristics, etc.) does your municipality expect to have as a user of the Careceiver platform?
3. What do you consider to be the most significant challenges or problems facing your municipality in terms of providing support to caregivers? How can the Careceiver platform help?
4. What criteria or decision-making process does your municipality use to make decisions regarding investments in digital resources such as caregiver support platforms?
5. What performance indicators or results do you expect from implementing the Careceiver platform?
6. Do you have any additional comments or suggestions regarding the caregiver support provided by the Careceiver platform in your municipality?

Appendix 6 - ranking of the most popular apps in the “Health & Fitness” category in the *Apple* app store



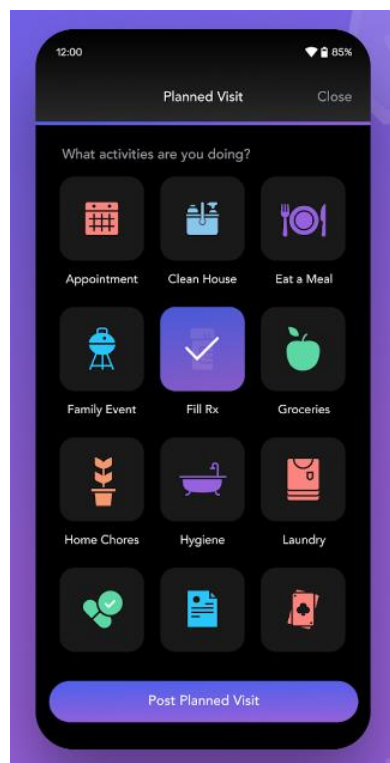
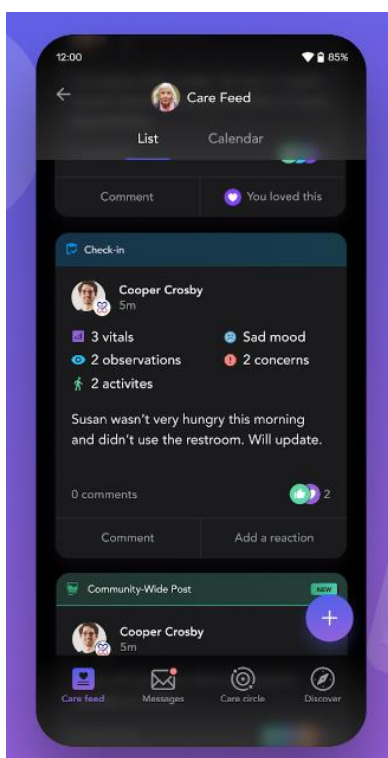
Appendix 7 - *Senior Support* app



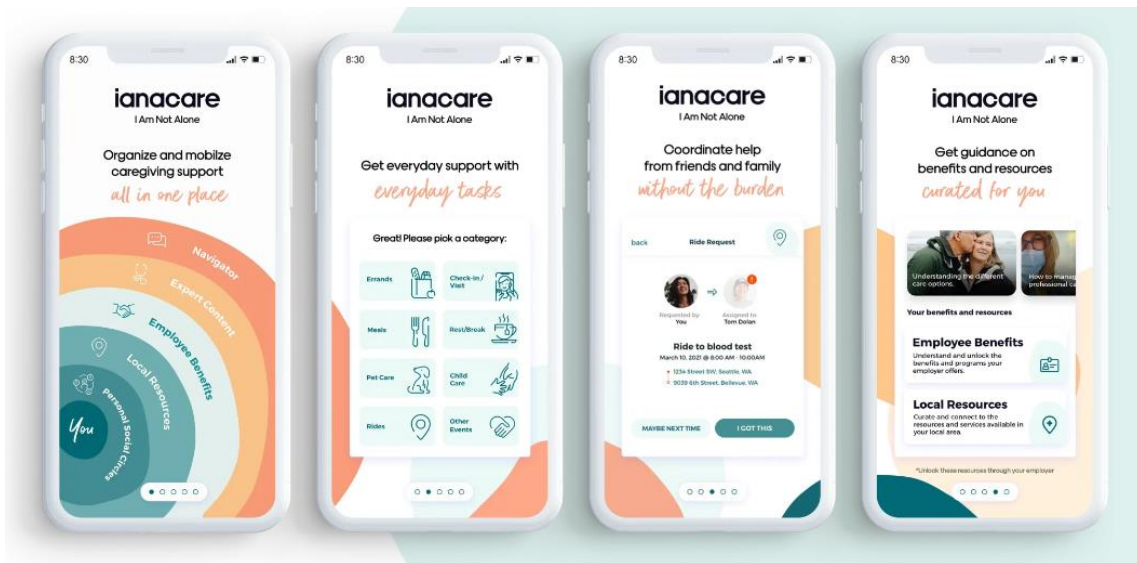
Appendix 8 - HumaniCare app



Appendix 9 - Carely app



Appendix 10 - IanaCare app



Appendix 11 - Caregiving forum on Facebook: asking for advice or information

Publicação de Suzanne ✕

Hi all! I'm pretty sure this is my first post here... do you have any recommendations for a toilet riser with handles? What is the best and safest one does insurance cover the cost of this or do I have to get it on my own?

Ver tradução



8 29 comentários

Gosto Comentar Partilhar

Comentários principais ▼

Rhonda Barnes
If your loved one has medicare the cost is covered if a doctor orders it. Let the primary doctor know the need. They will order what's needed.

Appendix 12 - Caregiving forum on *Reddit*: venting or looking for emotional support

 **r/CaregiverSupport** · Posted by u/YellowOrchid1000 19 hours ago 

Caregiver Fatigue- its real

Been over a year n almost half of being a caregiver to elderly post massive stroke mom in a wheelchair w lots of other health issues.

I don't know about you but I'm tired. I'm tired of being a short order cook n giving myself crap to eat bc I'm tired of cooking n cleaning up. I'm tired of dealing w her insane n unstable husband.

I'm tired of pushing her around town to get her out of the house hunched over n sore from the wheelchair lifting.

I'm tired of her inability to want do stuff that she can do bc she's now spoiled old woman.

I'm tired of the dr appts.


I'm tired of never really having a mom emotionally. She was never there for me.. now I have to be her husband, dr, nurse, cook, housekeeper, you name it.

I'm tired when I do have time to myself all I want to do is lay down.





I'm tired when something good or exciting happens for me, I get a lack luster response.

I'm tired of the guilt control she uses.

What are you tired of? Sending you love my colleagues!!

 LuvBliss22 · 16 hr. ago

I'm too traumatized to be tired. Yesterday, after self-medicating first, I cleaned up the grossest mess I have ever seen in my life. Today in zombie mode doing 4 loads of laundry with a haunted look in my eyes.

 **16**   Reply  Share ...

Appendix 13 - Caregiving forum on *Facebook*: seeking normalcy reassurance

Publicação de Jen 

I know you're supposed to "sleep when they sleep" but anyone else afraid to sleep because you're not ready to wake up without them? It's almost 3 am and I should be asleep, but I don't want to lose what time we have left, even though she's asleep and p... Ver mais

Ver tradução

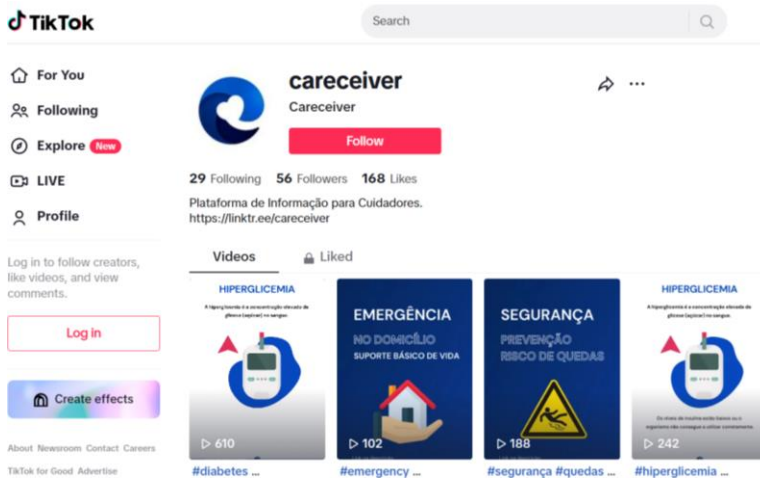
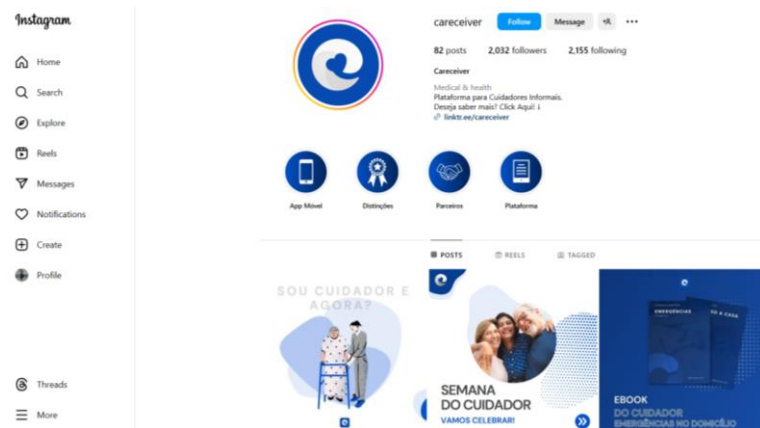
   123 35 comentários 3 partilhas

 Gosto  Comentar  Partilhar

Comentários principais ▾

 **Brandi Sturdivant**
You can't let what hasn't happened yet control your life.. If you aren't sleeping properly, you're going to burn out and your own health will suffer. You're no good to care for others unless you care for yourself first. Sleep.

Appendix 14 - Careceiver's social media presence: Facebook, Instagram and TikTok

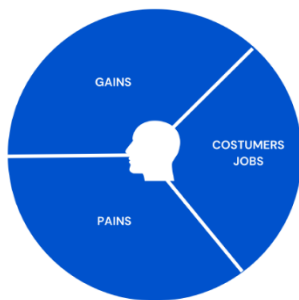


Appendix 15 - Careceiver's Strategy Presentation: Value Proposition Canvas



VALUE MAP

PRODUCT	Careceiver App
PAIN RELIEVERS	Informação sobre cuidados e parceiros. Capacitação sobre cuidados. Gestão de Responsabilidades associadas ao cuidar.
GAINS	Aumento da literacia em saúde. Diminuição de burnout no cuidador Diminuição do isolamento social no cuidador Aumento da qualidade vida do cuidador. Aumento da rede de parceiros e benefícios. Consciencialização da população sobre iniciativas inovadoras da câmara.
PRODUCTS AND SERVICES	Subscrição Mensal B2B da Versão Premium da App Subscrição Mensal B2C da Versão Premium da App



COSTUMER PROFILE

PERSONA	Câmara Municipal
FRUSTRAÇÕES	Internamentos recorrentes ao SU.Capacitação das instituições locais em redes de parceria;Consciencialização da população sobre iniciativas inovadoras da câmara.
MOTIVAÇÕES	Identificar os cuidadores informais não principais e criação de um conjunto de benefícios;Estimular a convergência de diversos parceiros (trabalho em rede);
OBJECTIVOS	O desenvolvimento de programas de envelhecimento ativo e saudável;Garantir uma prestação de cuidados de qualidade e humanizada;Promoção da Saúde e da Qualidade de vida da comunidade.Criação de uma estrutura de coordenação que garantirá a ligação dos diversos setores.

Appendix 16 - Careceiver's Strategy Presentation: Customer Insights on Municipalities and Informal Caregivers

CUSTOMER INSIGHTS

Market Size B2B Municípios

Total Available Market (TAM)	Serviceable Available Market (SAM)	Serviceable Obtainable Market (SOM)	PORTUGAL
€16.6 Million	€6.6 Million	€0.39 Million	

Market Size B2C Cuidadores Informais

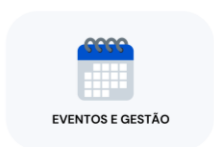
Total Available Market (TAM)	Serviceable Available Market (SAM)	Serviceable Obtainable Market (SOM)	PORTUGAL
€162 Million	€97 Million	€0.17 Million	

Appendix 17 - Careceiver “Ordem dos Enfermeiros” Presentation: Back-Office

Backoffice



- Número de Cuidadores Informais.
- Caracterização Sociodemográfica da População e dos Cuidadores Informais, incluindo idade, género, etc.
- Número de Consultas Realizadas.
- Número de Pedidos de Assistência Jurídica para Cuidadores.
- Número de Webinars Realizados.
- Número de Registos em Sessões de Formação Realizadas.
- Número de Avaliações Emocionais Realizadas (Escala de Validação do Burnout do Cuidador).



- Rastreios de Saúde.
- Gestão de Eventos Comunitários.
- Gestão de Voluntários.
- Gestão de Transporte, Parceiros Disponíveis/Relevantes nesta Área.
- Implementação de Intermediação de Emprego.



- Número, Designação e Benefícios de Parceiros.
- Informações Sobre Grupos de Apoio.
- Informações Sobre os Serviços Sociais Existentes na Região.
- Informações Sobre Linhas de Apoio Locais e Nacionais Disponíveis.

Appendix 18 - Resident Portuguese population by age group in 2022. PORDATA.

Age group	20-24	25-29	30-34	35-39	40-44
2022	560.817	546.840	568.134	627.268	735.093

Age group	45-49	50-54	55-59	60-64	65-69
2022	811.756	760.099	748.071	721.239	663.298

Appendix 19 - Size of the primary, secondary, and occasional caregivers' segments

Primary caregivers:

# of individuals in the segment profile's age range	3.776.258
% of individuals engaging in primary caregiving	2.5%
# of primary caregivers	94.407

Secondary caregivers:

# of individuals in the segment profile's age range	3.776.258
% of individuals engaging in secondary caregiving	26.5%
# of secondary caregivers	1.000.708

Occasional caregivers:

# of individuals in the segment profile's age range	6.742.615
# of individuals in the segment profile's age range except primary and secondary caregivers	5.642.615
% of individuals engaging in occasional caregiving	60%
# of occasional caregivers	3.385.569