

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

WHAT IS THE FINANCIAL IMPACT OF ADOPTING THIS FORMAT?

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## **Abstract**

The following paper will analyse how to monetize *Ajuda de Mãe (AdM)* services for non-beneficiary mothers.

The financial viability of the project was evaluated based on different levels of demand, to guide the organisation's decisions. It is believed that Psychology Consultations, Parenting Workshops, Pre-partum and Infant Massage Courses, and Breastfeeding Support should be commercialised, by filling only the services' idle capacity, as it will result in incremental revenues. This decision only implies CAPEX and marketing expenses. Additionally, if *AdM* can obtain enough demand to cover the associated costs, an option to increase capacity by hiring a new collaborator arises.

Keywords: Management, Social Enterprise, Social Impact, Financial Analysis, Financial Impact

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*AdM* is a non-profit institution that targets pregnant vulnerable women or recent mothers by offering a variety of services, but the misallocation of resources creates space to commercialise its services

*AdM's context*

**What is *Ajuda de Mãe*?**

Founded in 1991, *AdM* is a **Private Institution of Social Solidarity (IPSS)**, public utility with **non-profit** status and a **training entity** certified by **DGERT**. It targets **socially, economically and academic vulnerable female single-parent families**.

**Services offered**

- Assistance
- Accommodation
- Training
- Breastfeeding support
- Reintegration
- Escola do Arco
- Other projects

**Financial performance**

- Most services, such as accommodation, training and breastfeeding support have a negative financial performance
- Escola do Arco is the only service that continuously brings revenues to the Institution

**Idle capacity**

- The majority of the services offered (e.g. Assistance, training, breastfeeding support) have idle capacity to fill



The team will analyse the existence of opportunities for *Ajuda de Mãe* to improve its financial stability by commercializing its services to a new target

# The team followed a 5-stages process to conclude whether there is an opportunity for *AdM* to commercialise its services to a new target

## Steps to analyse a potential commercialisation of services



### FIRST

### SECOND

### THIRD

### FOURTH

### FIFTH

**Find the fit between pregnancy lifecycle and services offered by *AdM***

**Present a list of potential services to be commercialised**

**Perform interviews & survey to gather consumer insights**

**Perform benchmark to evaluate if there is space in the market for *AdM***

**Conclude with a final list of services to be commercialised**

Some of *AdM*'s beneficiary-targeted services may be offered to a new potential segment with similar pregnancy-related needs

Fit between pregnancy lifecycle and services offered by *AdM*

**Beneficiary stages:**

- I am pregnant**
  - Psychology Office
  - Exercise advice
  - Energy dietitian
  - Self Care Kit
  - Accommodation
  - Phone support advice
  - Sex + Mx
- I need help**
  - Psychology Office
  - Exercise advice
  - Energy dietitian
  - Infant massage
  - Accommodation
  - Phone support advice
  - Sex + Mx
- I am about to give birth**
  - Psychology Office
  - Labour Massage
  - Exercise advice
  - Infant massage
  - Accommodation
  - Phone support advice
  - Sex + Mx
- I have a baby**
  - Labour Massage
  - Exercise advice
  - Infant massage
  - Accommodation
  - Phone support advice
  - Sex + Mx

**AdM's support:**

- SOS Gravid
- Direct Service

From the previous analysis, a hypothesis of a list of services to be commercialized was derived

Services to be Commercialized | Hypothesis

<b>Parenting Workshops</b> "Newborn skills"	Rational thinking of short duration with the participation of professionals to address basic concerns and needs of the new parents in the early stages of their lives.	<b>Breast-feeding support</b> "Hands to Breast"	Breastfeeding - promotion and positive support available especially with community services like lactation or online calling.
<b>Courses</b> "Newborn skills"	Group of training sessions of larger duration addressed to new parents to improve their confidence, skills and knowledge. They normally last from 2 to 8 weeks with 10 sessions per week.	<b>Psychology Consultations</b>	In person and online psychological support for new parents across of social isolation and feelings of mother guilt and feelings about pregnancy and parenting.

To understand if these services have potential to be commercialized, interviews and surveys were developed

Interviews & Survey Analysis

<b>INTERVIEWS</b>	<b>GOALS &amp; OBJECTIVES</b>
<p>20 Interviews (not program services) in municipalities that are non-beneficiary of <i>AdM</i>'s services.</p> <p>Plans:</p> <ul style="list-style-type: none"> <li>Interviews spent between 20-30 years old</li> <li>With a lactation's degree</li> <li>Postpartum or breast matter</li> </ul>	<ol style="list-style-type: none"> <li>Analysis of the potential target's needs during pregnancy and for services they searched for.</li> <li>Understanding the potential target's interest about specific services to be commercialized by <i>AdM</i>.</li> <li>Analysis of potential target's willingness to pay.</li> <li>Examine the potential target's knowledge and perception of <i>AdM</i> de <i>Mx</i>.</li> <li>Sociodemographic characterization of a potential new target.</li> </ol>
<b>SURVEYS</b>	
73	Survey shared in Facebook and WhatsApp discussion groups about pregnancy and parenting.

The online approach pursued by the international competitors increases brand awareness and enhances Amamentice is a key player in the breastfeeding market. Conversas com barriguinhas has a strong presence in social networks, while Parenting Practice is more focused on Pinterest.

Despite being free, SNS lacks scheduling flexibility and has a long waiting list, whereas the other competitors have strong brand awareness which allows them to charge higher prices

National Competitors

Competitor	Product Variety	Price	Presentation	Place	Competition approach
<b>SNS</b>	SOS Gravid (Free AdM) Socially advice courses Workshop consultations Psychology consultations (1-3)	Free (if user doesn't request medication at an out-of-pocket at the health center)	Present on Facebook and on Instagram with an infographic with an infographic's benefits of dairy lactation of influencers	Hybrid	Hybrid
<b>Conversas com barriguinhas</b>	Psychology (15 minutes) Workshops (10-15) (free when doing the course) Courses parenting (10-15) (paid message) Breastfeeding (10 minutes) Package 110		Present on Facebook and on Instagram with an infographic with an infographic's benefits of dairy lactation of influencers	Hybrid	Hybrid
<b>Parenting Practice</b>	Psychology (15 minutes) Psychology (15 minutes) Breastfeeding (10 minutes) Breastfeeding (10 minutes) Package 110		Present on Facebook, Instagram, YouTube and TV shows Free (10-15) (paid message)	Hybrid	Hybrid

Both Primary Research and Benchmark, confirmed the commercialization potential of *AdM*'s courses, workshops, psychological and breastfeeding support

Services to be Commercialized | Final Decision

<b>PSYCHOLOGY CONSULTATIONS</b>	<b>PARENTING WORKSHOPS</b> Several different workshops that approach various themes	<b>COURSES</b> Free and Instagram Course Infant Massage Course Newborn Skills Course	<b>BREASTFEEDING SUPPORT</b>
<ul style="list-style-type: none"> <li>Programs focused</li> <li>Parenting workshops</li> <li>Family therapy</li> </ul>	<ul style="list-style-type: none"> <li>Parenting workshops</li> <li>Psychology</li> <li>Rights and Duties of Parenthood</li> </ul>	<ul style="list-style-type: none"> <li>Free and Instagram Course</li> <li>Infant Massage Course</li> <li>Newborn Skills Course</li> </ul>	<ul style="list-style-type: none"> <li>Online service</li> <li>Hybrid and physical</li> </ul>
Interest rate: 10% Average market price: €25	Interest rate: 67% Average market price: 7€	Interest rate: 54% Average market price: 10€	Interest rate: 46% Average market price: 30€

# AdM must invest in marketing and promotion to improve its reputation and credibility, entering the new target's consideration set, to succeed in the services' commercialisation

## Key takeaways

### Key considerations

**1** AdM will likely benefit from commercialising the Psychology Consultations, Parenting Workshops, Pre-partum and Infant Massage Course and Breastfeeding Support since it can **fill the unused idle capacity at a price**

**2** By filling only the idle capacity, AdM does **not need to incur in any additional costs other than marketing**

 Challenge: Current Brand Image



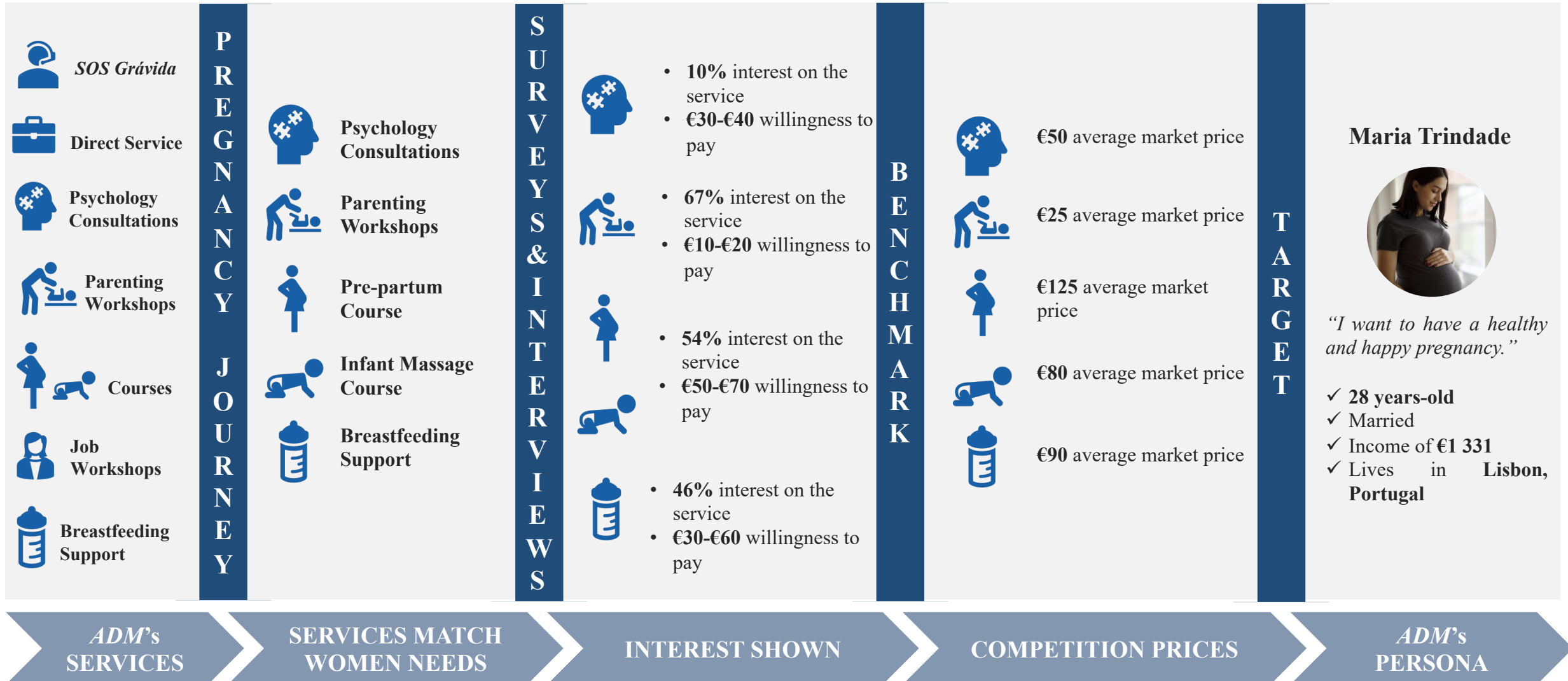


For the commercialisation of services to be successful, it is crucial for AdM to **reposition itself**.

AdM's Marketing Communications must contribute to **build and strengthen its reputation and credibility to allow AdM to enter in the consideration set of the new target**

1. For a more detailed and complete analysis, refer to Appendix 1.

## Wrap up | Inputs



## Wrap up | Outcomes

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- **50-minute sessions** related to pregnancy issues
- **Mixed basis**
- **€25 per session**



- **Punctual sessions of short duration**
- **Online**
- **€7 per session**



- **12 weeks duration**, 1 session per week
- **Mixed basis**
- **€60 per course**



- **8 weeks duration**, 1 session per week
- **Mixed basis**
- **€40 per course**



- **Domiciliary service** of breastfeeding support
- **At the mothers' house**
- **€45 per visit**

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**Website improvements as the sales channel**



**Design a clean and visual profile on both IG and FB**



**Promote the repositioning of *AdM* on magazines**



**Build and strengthen key partnerships**

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**Psychology Consultations**



**Parenting Workshops**



**Pre-partum Course**



**Infant Massage Course**



**Breastfeeding Support**

### IT'S A GO...

1. By **filling the idle capacity** of the 5 services, *AdM* will likely generate **incremental net income**. This will lead to more **financial stability**
2. The services' commercialisation might contribute to **support more vulnerable pregnant women / recent mothers**

### CHALLENGE

**Current *AdM*'s brand image:**

- Not qualified
- Teenage mothers
- For vulnerable women
- Social organisation



The market is dynamic, as such *AdM* will need to adjust its decisions for each service depending on the demand they achieve.

Regardless of the scenario, the **initial investment in the website** is a **non-regrettable move**.

HOW TO MARKET THE SERVICES?

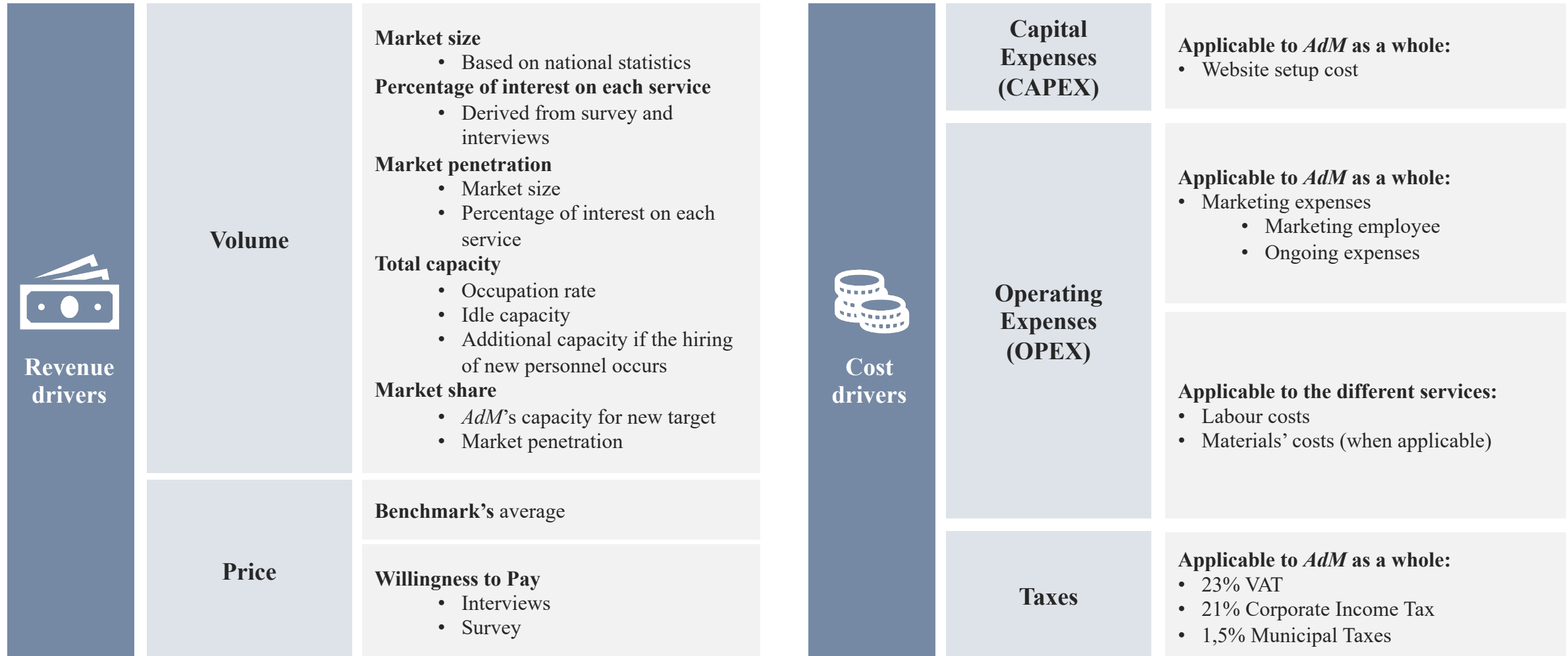
HOW TO PROMOTE THE SERVICES?

IS IT A GO OR NO GO?

KEY TAKEAWAY

Sections	Research questions	Methodology	
<b>4</b>	<b>Key Question</b>	<b>What is the financial impact of adopting this format?</b>	
<b>4.1</b>	<b>Inputs</b>	<p><b>What were the inputs and project roadmap considered to develop a financial analysis?</b></p> <ul style="list-style-type: none"> <li>• Methodology Scheme</li> <li>• Project Roadmap</li> </ul>	<ul style="list-style-type: none"> <li>➤ Secondary data</li> <li>➤ Interviews</li> <li>➤ Survey</li> </ul>
<b>4.2</b>	<b>Services' Analysis</b>	<p><b>What is the financial impact of commercialising each service?</b></p> <ul style="list-style-type: none"> <li>• Psychology Consultations   Financial analysis</li> <li>• Parenting Workshops   Financial analysis</li> <li>• Pre-partum Course   Financial analysis</li> <li>• Infant Massage Course   Financial analysis</li> <li>• Breastfeeding Support   Financial analysis</li> </ul>	<ul style="list-style-type: none"> <li>➤ Scenarios analysis</li> <li>➤ BEP</li> <li>➤ Interviews</li> <li>➤ Survey</li> </ul>
<b>4.3</b>	<b>Final Considerations</b>	<p><b>Go or no go: which services should <i>AdM</i> commercialise?</b></p> <ul style="list-style-type: none"> <li>• Services to be commercialised   Conclusion</li> <li>• Commercialisation impact on <i>AdM</i></li> <li>• Incremental net income on <i>AdM's</i> financials</li> <li>• Implementation plan &amp; Next steps</li> <li>• Key takeaways</li> </ul>	<ul style="list-style-type: none"> <li>➤ IRR</li> <li>➤ P&amp;L</li> <li>➤ S-Curve</li> <li>➤ Implementation plan</li> </ul>
<b>4.4</b>	<b>Recap</b>	<p><b>How to monetise services for mothers who are non-beneficiaries of <i>AdM</i>?</b></p> <ul style="list-style-type: none"> <li>• Wrap up   Inputs</li> <li>• Wrap up   Outcomes</li> </ul>	

## Methodology scheme



# The team had in consideration *AdM*'s current capacity to define its ambitions and further evaluate the potential impact of the services' commercialisation

## Project Roadmap

● Occupation rate ● Idle capacity

Starting point	Services	Occupation rate	Slots available/year
Current situation	Psychology	50% / 50%	2730
	Parenting Workshops	60% / 40%	1040
	Pre-partum Course	67% / 33%	20
	Infant Massage Course	80% / 20%	18
	Breastfeeding Support	19% / 81%	188



START

### Preparation phase

**Duration:** 1-3 months before beginning of commercialisation and ramp-up

**Actions:**

- CAPEX investment: set-up costs of website
- Hiring of marketing collaborator

Table 1: *AdM*'s current situation



The team will evaluate the potential financial impact of commercialising these services at a competitive price

4.1 Inputs

4.2 Services Analysis

4.3 Final Considerations

4.4 Recap

Since the market is dynamic, pessimistic and optimistic scenarios were analysed in comparison to a base ambition with different demand levels to guide *AdM*

## Project Roadmap

### Assumptions for base ambition

1. **Sample's interest on the service** (from primary research analysed in chapter I): services with **low interest** from the sample have a more **conservative growth and ambitioned demand**
2. **Demand:** it will **increase more in the first and second years** due to marketing efforts, **stagnating at year 5**

#### Pessimistic scenario

The pessimistic scenario's distribution of the occupation rate and idle capacity will coincide with *AdM*'s **current situation** since there will be **no demand**

**If this scenario is verified for 3 years** *AdM* should **withdraw** from the services' commercialisation

#### Base ambition

*AdM*'s base ambition is to **gradually fill its idle capacity**, without incurring in additional hiring of personnel



Fill idle capacity



No waiting list



No new hires

#### Optimistic scenario

In this scenario, *AdM* **fills its idle capacity** and there is an **exponential demand growth**. Consequently, the organisation may choose to **hire new personnel and/or incur in additional material costs**



Fill idle capacity



Waiting list



New hires



Material costs



**The CAPEX investment is a non-regrettable move and key to achieve the base ambition**

# The project roadmap shows complementary scenarios that should be continuously monitored by *AdM* to sustain and guide its decisions throughout time

## Project Roadmap

● Occupation rate ● Idle capacity

Scenario	Services	Year 1	Year 2	Year 3	Year 4	Year 5
Pessimistic	All Services	No demand	No demand	No demand	⚠️ WITHDRAW	⚠️ WITHDRAW
Base ambition	Psychology Consultations	53% 47%	60% 40%	65% 35%	68% 32%	70% 30%
	Parenting Workshops	69% 31%	84% 16%	96% 4%	100%	100%
	Pre-partum Course	80% 20%	100%	100%	100%	100%
	Infant Massage Course	96% 4%	100%	100%	100%	100%
	Breastfeeding Support	73% 27%	89% 11%	100%	100%	100%
Optimistic	Psychology Consultations	53% 47%	60% 40%	65% 35%	68% 32%	70% 30%
	Parenting Workshops	69% 31%	84% 16%	96% 4%	100%	❓ NEW HIRING
	Pre-partum Course	80% 20%	100%	❓ NEW HIRING	❓ NEW HIRING	❓ NEW HIRING
	Infant Massage Course	96% 4%	100%	❓ NEW HIRING	❓ NEW HIRING	❓ NEW HIRING
	Breastfeeding Support	73% 27%	89% 11%	100%	❓ NEW HIRING	❓ NEW HIRING

Table 2: Project roadmap

# The analysis presented shows that even with a small market share, the commercialisation of Psychology Consultations will gradually generate high amounts of revenues for *AdM*

## Psychology Consultations | Financial analysis

Graphic 1: Psychology Consultations' base ambition

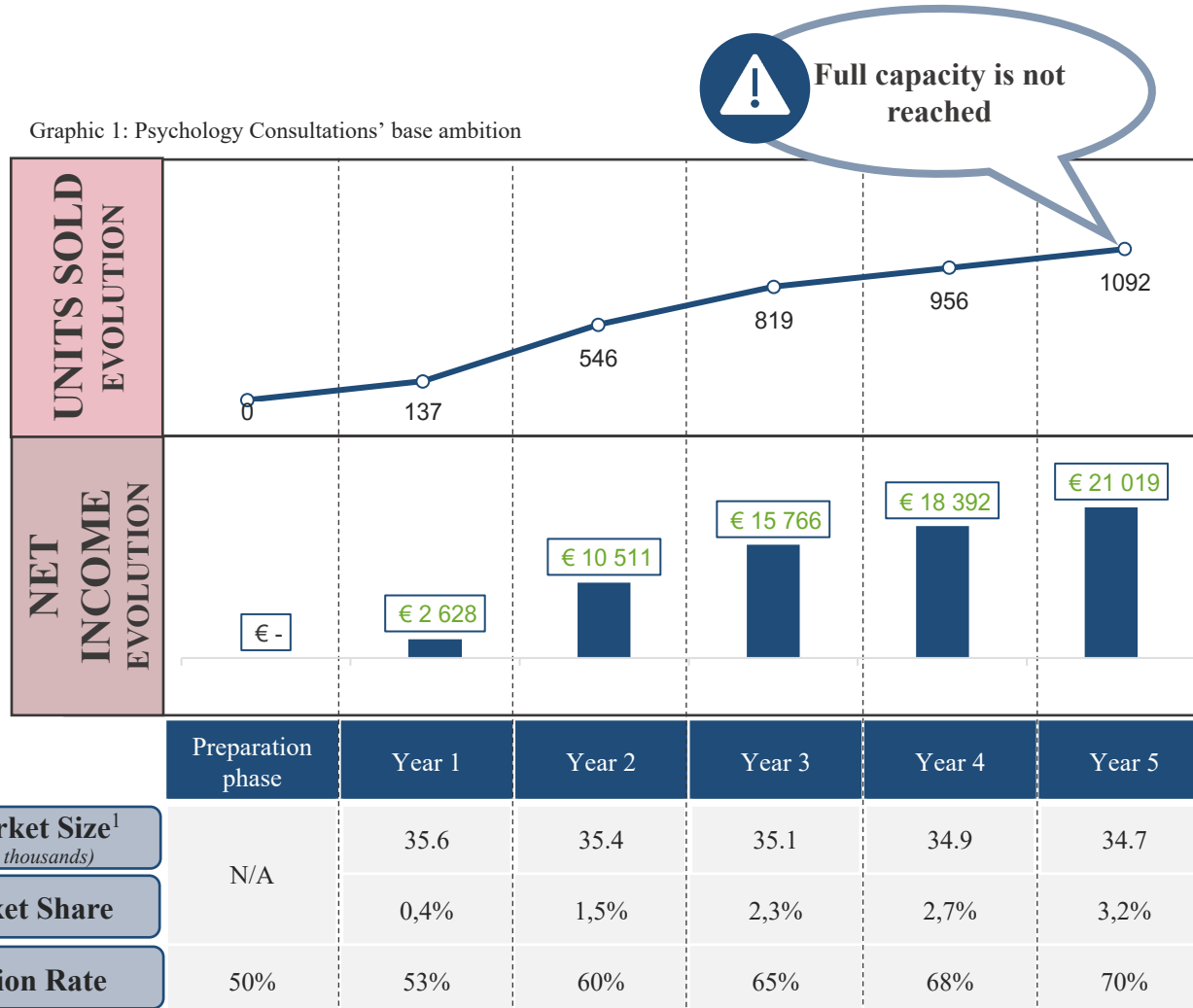


Table 3: Psychology Consultations' base ambition

### Key considerations

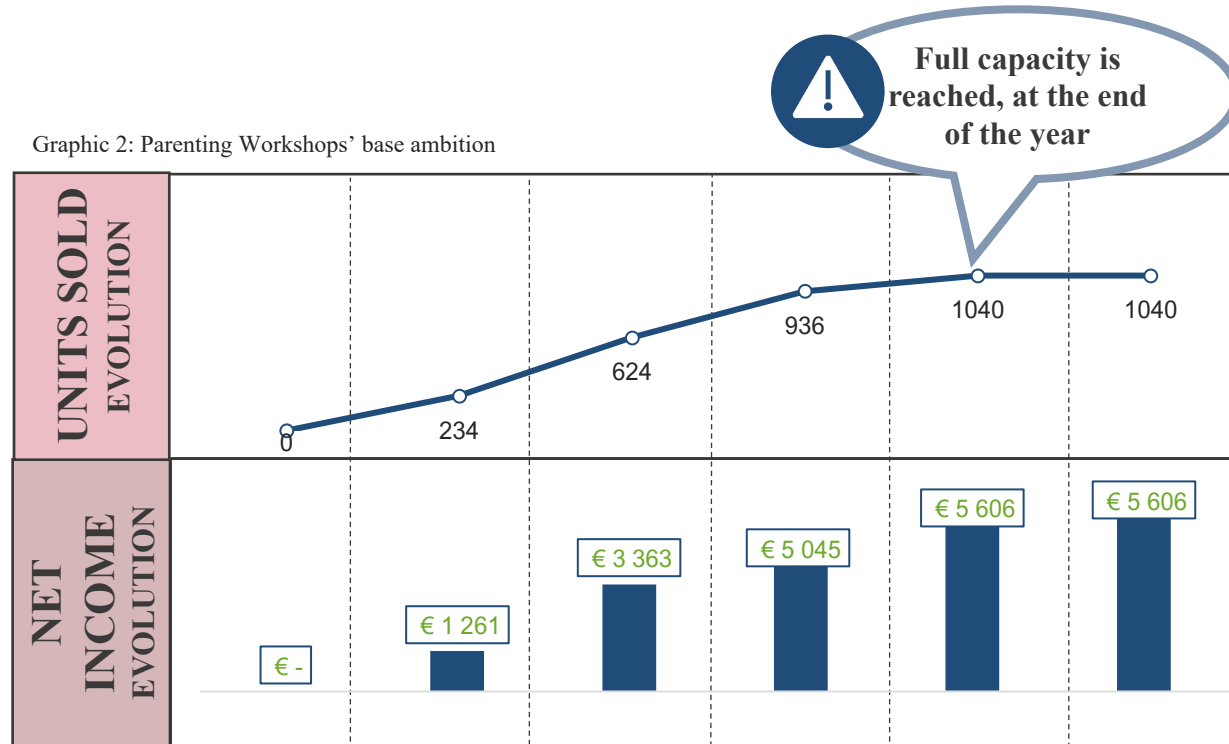
- There is a **negative stigma** associated with psychological support which is reflected in a **low interest** in this service by the sample (10%)
- Psychology Consultations have **high idle capacity, which can be moderately filled**
- **Consequently, it is not believed** that the service will reach its full capacity and, as a result, ***AdM* does not need to hire a new professional**
- Even if the service does not reach its full capacity, it is likely to have **1 092 participants in year 5** and hold **3,2% of market share**

Despite not reaching its maximum capacity, Psychology Consultations will likely generate revenues for *AdM*

1. Reduction of the number of pregnant women living in Lisbon of 0,67% every year.

## Parenting Workshops | Financial analysis

Graphic 2: Parenting Workshops' base ambition



**Full capacity is reached, at the end of the year**

### Key considerations

- The sample shows a **high interest** in the Parenting Workshops (67%)
- Parenting Workshops have **high idle capacity**, which according to the defined base ambition, can **gradually be filled** with 1 040 new participants, reaching a **market share of 4,8% in year 4**
- *AdM* currently offers **1 workshop per week** provided by a **professional volunteer**. Even if the Parenting Workshops' capacity is filled, *AdM* should not contact new volunteers since **this frequency will be kept constant**

By filling only the Parenting Workshops' idle capacity, *AdM* will likely increase its net income

	Preparation phase	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Market Size<sup>1</sup></b> <i>(in thousands)</i>	N/A	22.3	22.1	22	21.8	21.7
<b>Market Share</b>	N/A	1,1%	2,8%	4,3%	4,8%	4,8%
<b>Occupation Rate</b>	60%	69%	84%	96%	100%	100%

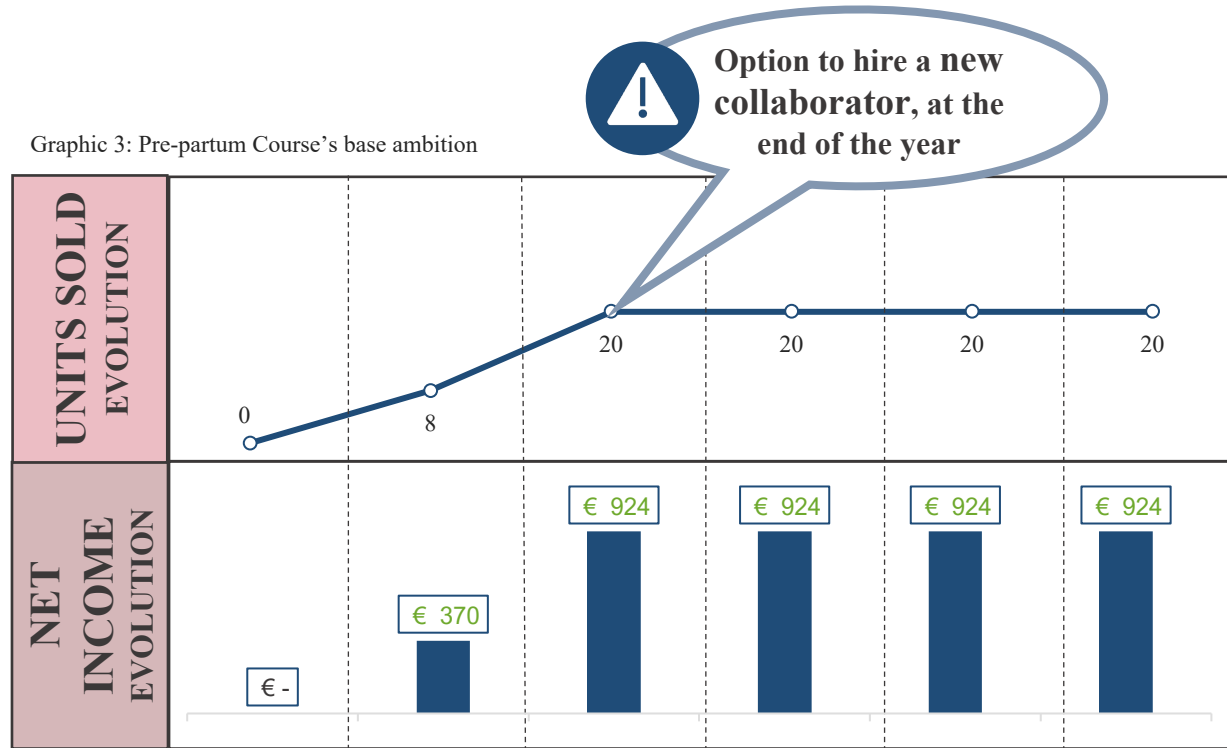
Table 4: Parenting Workshops' base ambition

1. Reduction of the number of pregnant women living in Lisbon of 0,67% every year.

*AdM* can increase its net income by filling the course's idle capacity. If the organisation believes it can reach more consumers, hiring a new collaborator may be considered

Pre-partum Course | Financial analysis

Graphic 3: Pre-partum Course's base ambition



Key considerations

- The sample shows a **high interest** in the Pre-partum Course (54%)
- Pre-partum Course has **low idle capacity**, which, according to the defined base ambition, **can be quickly filled** with 20 participants, by simply reaching a **market share of 0,5%**. Hence, **an opportunity to hire a new employee and increase the course's capacity** arises at the end of year 2
- **However**, this decision should only be made if *AdM* has **strong reasons to believe the demand will surpass 65 participants from year 3 onwards** (to reach the break-even point), ensuing **1,5% of market share**

By filling only the Pre-partum Course's idle capacity, *AdM* will likely increase its net income

	Preparation phase	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Market Size<sup>1</sup></b> <i>(in thousands)</i>	N/A	4.5	4.4	4.4	4.4	4.3
<b>Market Share</b>	N/A	0,2%	0,5%	0,5%	0,5%	0,5%
<b>Occupation Rate</b>	67%	80%	100%	100%	100%	100%

Table 5: Pre-partum Course's base ambition

1. Reduction of the number of pregnant women living in Lisbon of 0,67% every year.

By filling the course's idle capacity, *AdM* will generate revenues. If there are strong reasons to believe in a higher demand, *AdM* can consider hiring a new collaborator

## Infant Massage Course | Financial analysis

Graphic 4: Infant Massage Course's base ambition

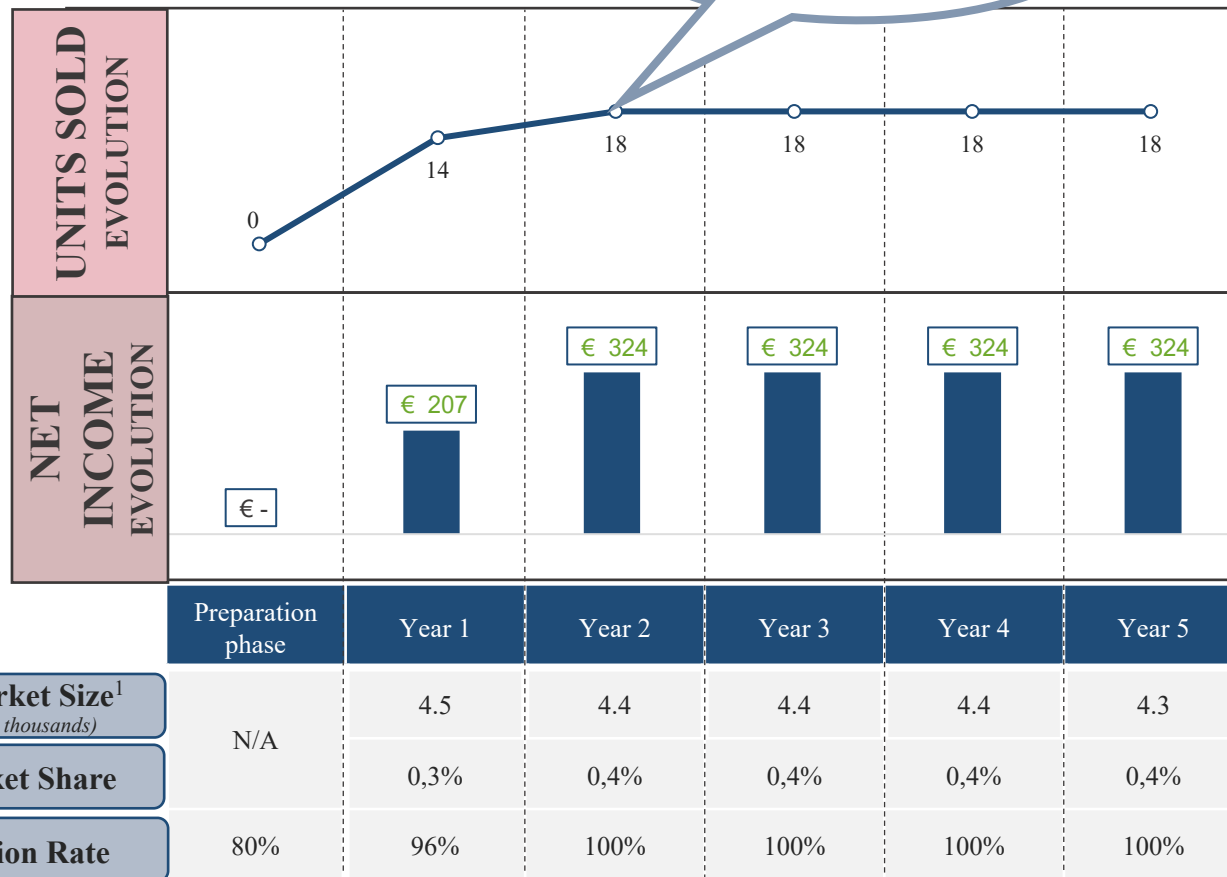


Table 6: Infant Massage Course's base ambition

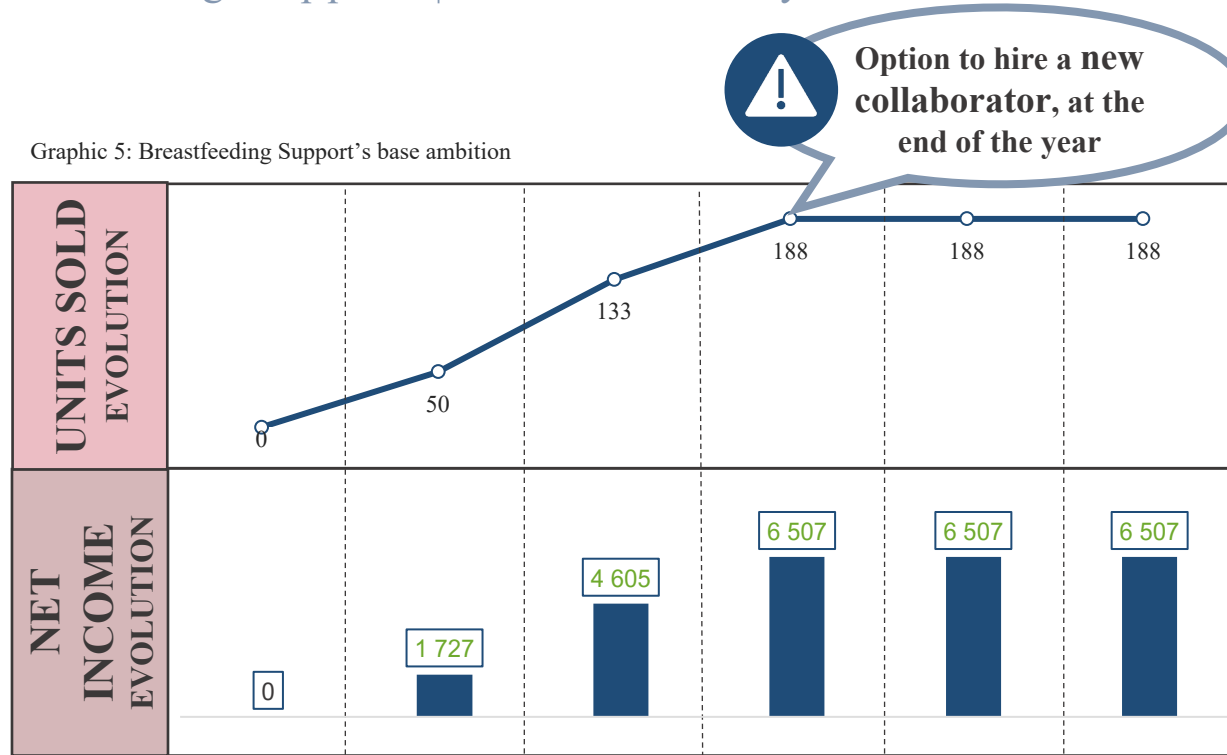
### Key considerations

- The sample shows a **high interest** in the Infant Massage Course (54%)
- Infant Massage Course has **low idle capacity**, which, according to the defined base ambition, can be **quickly filled** with 18 participants, by reaching a mere **market share of 0,4%**. Hence, **an opportunity to hire a new professional and increase the course's capacity** arises at the end of year 2
- **However**, this should only happen if *AdM* has **strong reasons to believe the demand will surpass 97 participants** from year 3 onwards (to reach the break-even point), resulting in a **market share of 2,2%**

By filling only the Infant Massage Course's idle capacity, *AdM* will likely increase its net income

## Breastfeeding Support | Financial analysis

Graphic 5: Breastfeeding Support's base ambition



**!** Option to hire a new collaborator, at the end of the year

### Key considerations

- The sample shows a **medium interest** in the Breastfeeding Support (46%)
- Breastfeeding Support has **medium idle capacity** which, according to the defined base ambition, **can moderately be filled** with 188 participants by reaching a **market share of 2,1% in year 3**
- If *AdM* decides to increase the service's capacity, it has the possibility of **hiring a new professional**. By pursuing this action, *AdM* will **not only incur in labour costs, but also materials' costs**
- However, the new hiring should only be done if *AdM* strongly believes **the demand will surmount 205 participants** from year 4 onwards (to reach the break-even point), ensuing **2,3% of market share**

By filling only the Breastfeeding Support idle capacity, *AdM* will likely increase its net income

	Preparation phase	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Market Size<sup>1</sup></b> <i>(in thousands)</i>	N/A	8.9	8.8	8.8	8.7	8.7
<b>Market Share</b>	N/A	0,6%	1,5%	2,1%	2,2%	2,2%
<b>Occupation Rate</b>	64%	73%	89%	100%	100%	100%

Table 7: Breastfeeding Support's base ambition

1. Reduction of the number of pregnant women living in Lisbon of 0,67% every year.

# After conducting a thorough financial analysis, it is possible to conclude that *AdM* should commercialise the 5 services evaluated

## Services to be commercialised | Conclusion



- Based on the different scenarios analysed, the team highly believes and recommends that *AdM* should commercialise its **Psychology Consultations, Parenting Workshops, Pre-partum and Infant Massage Course and Breastfeeding Support**, since they all have **idle capacity** that can be filled by the new target, resulting in **incremental revenues** for the organization
- **For all services**, except Psychology Consultations and Parenting Workshops, *AdM* has the **option** to increase its capacity by **hiring a new collaborator**. Though, if verified, the **organization should guarantee** that there is **enough demand** to cover the additional costs associated with that decision



If there is no demand (**pessimistic scenario**), *AdM* should consider:

- Stop investing in marketing expenses to reduce costs and avoid further losses
- Layoff collaborators

# The positive and high IRR gives the team strong reasons to believe that commercialising *AdM*'s services will result in a profitable project, covering the initial investment

## Commercialisation impact on *AdM*

In a 5-years time window, the **high IRR** makes the initial investment in CAPEX a **non-regrettable move**

By filling its idle capacity, *AdM* can **increase its net income since year 2**

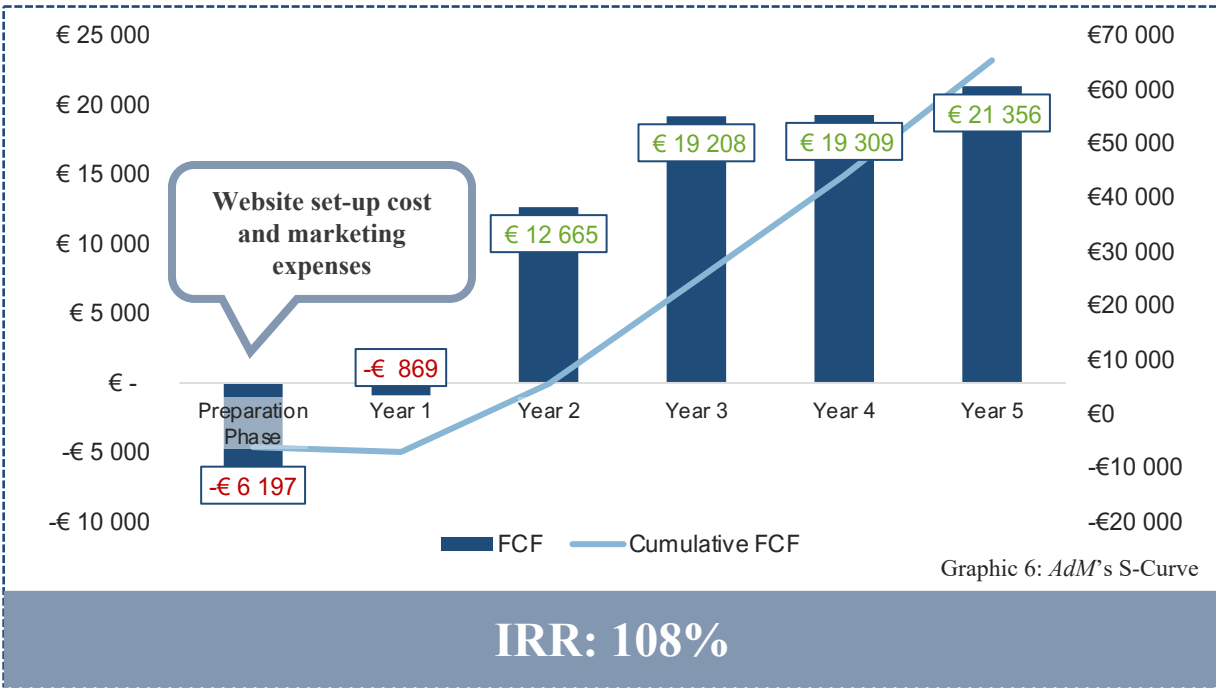


Table 8: *AdM*'s P&L with services commercialisation

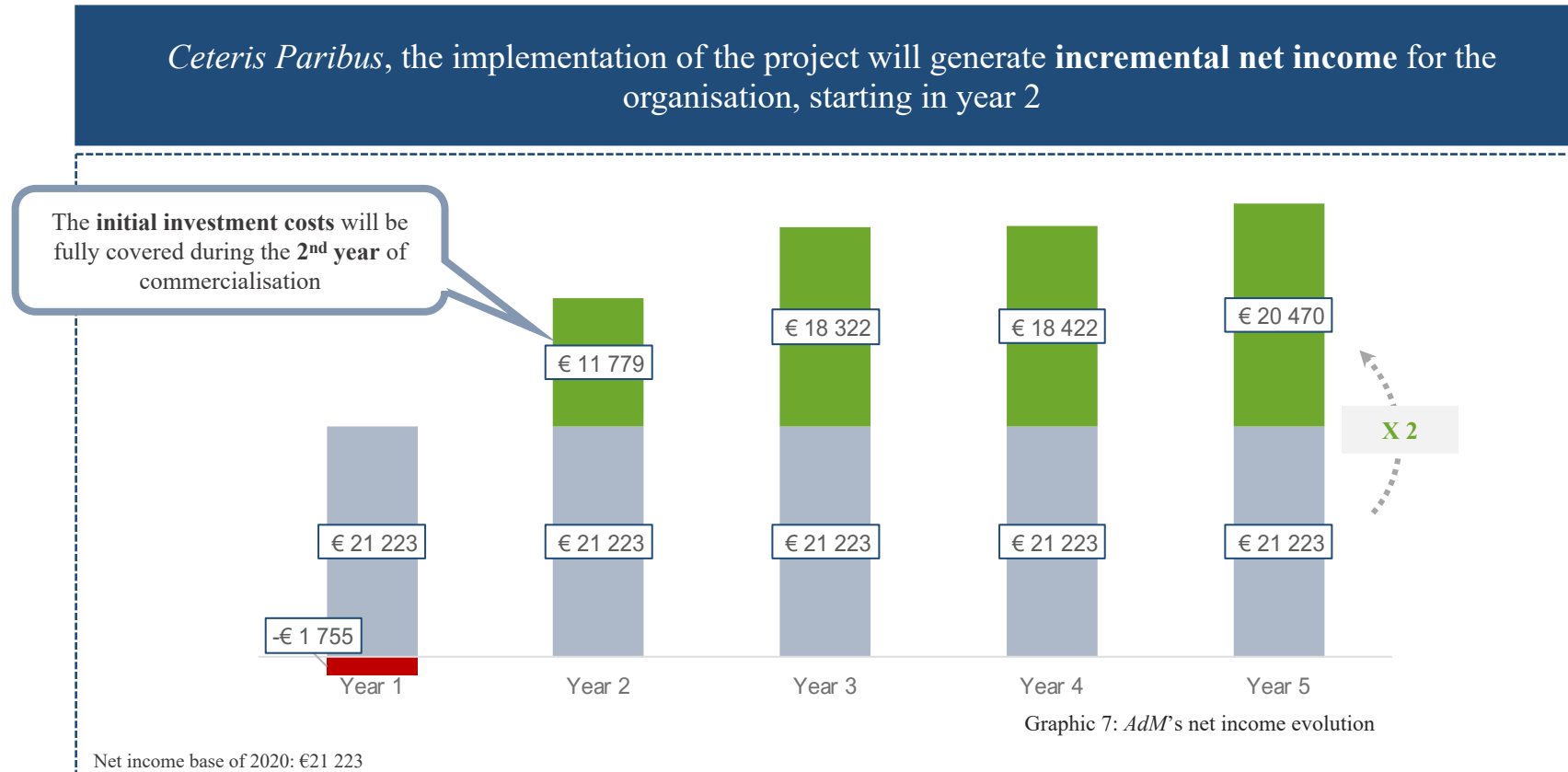
	Year 1	Year 2	Year 3	Year 4	Year 5
Revenues	€ 6 193	€ 19 726	€ 28 565	€ 31 753	€ 34 381
COGS	€ -	€ -	€ -	€ -	€ -
<b>Gross Profit</b>	<b>€ 6 193</b>	<b>€ 19 726</b>	<b>€ 28 565</b>	<b>€ 31 753</b>	<b>€ 34 381</b>
Hiring Expenditures	€ 6 000	€ 6 000	€ 6 000	€ 6 000	€ 6 000
SG&A	€ 1 061	€ 1 061	€ 1 178	€ 1 832	€ 1 842
<b>EBITDA</b>	<b>-€ 869</b>	<b>€ 12 665</b>	<b>€ 21 387</b>	<b>€ 23 921</b>	<b>€ 26 539</b>
Depreciation	€ 886	€ 886	€ 886	€ 886	€ 886
<b>EBIT</b>	<b>-€ 1 755</b>	<b>€ 11 779</b>	<b>€ 20 501</b>	<b>€ 23 035</b>	<b>€ 25 652</b>
Taxes - IRC			€ 2 179	€ 4 613	€ 5 183
<b>Net income</b>	<b>-€ 1 755</b>	<b>€ 11 779</b>	<b>€ 18 322</b>	<b>€ 18 422</b>	<b>€ 20 470</b>

- The **higher and positive IRR** highlights that the **project is likely to generate big amounts of net cash** for *AdM*. Subsequently, the team has **strong reasons to believe in the success of *AdM*'s commercialisation strategy**
- Maintaining the *status quo*, *AdM* will have the **opportunity cost** of not obtaining the aforementioned incremental net income

1. The base ambition was used to analyse *AdM*'s financial impact due to its conservative and more realistic ambitions.

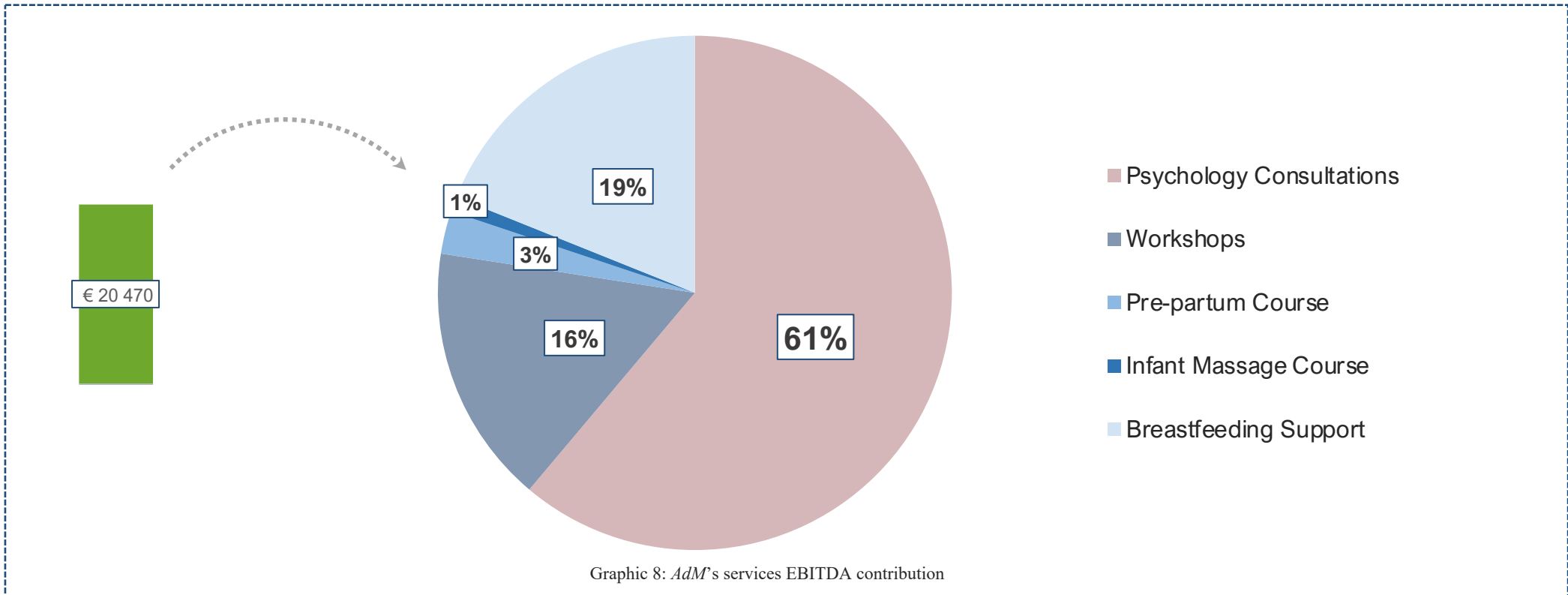
# The commercialisation of the services will result in a significant increase on *AdM*'s net income, confirming that *AdM* should proceed with the recommendations provided

## Incremental net income on *AdM*'s financials



## Incremental net income on *AdM*'s financials

Despite not reaching its full capacity, **Psychology Consultations** is the service that **most contributes to the incremental *AdM*'s net income**

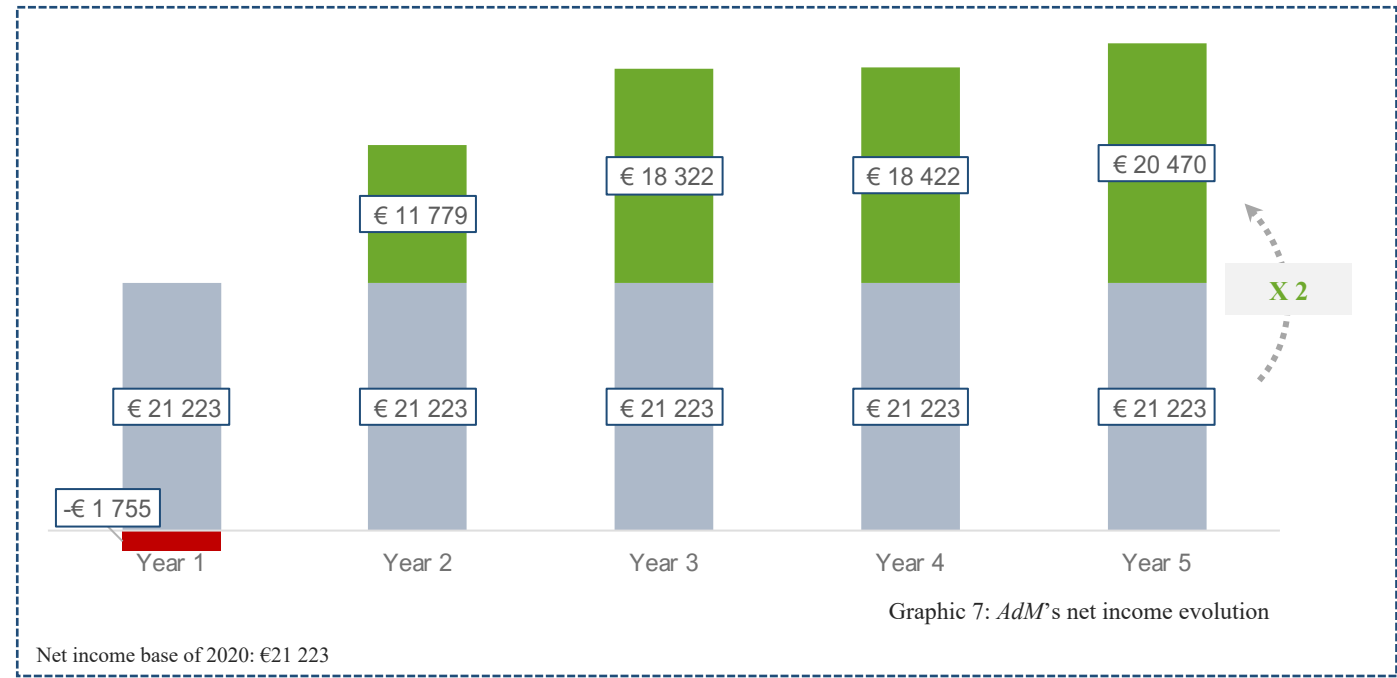


1. The base ambition was used to analyse *AdM*'s financial impact due to its conservative and more realistic ambitions.

# The commercialisation of the services will result in a significant increase on *AdM*'s net income, confirming that *AdM* should proceed with the recommendations provided

## Incremental net income on *AdM*'s financials

*Ceteris Paribus*, the implementation of the project will generate **incremental net income** for the organisation, starting in year 2



*AdM* will be able to:

- **Reinvest** in the improvement of the organisation and its services
- **Support more pregnant women and recent mothers with social and economic needs**

1. The base ambition was used to analyse *AdM*'s financial impact due to its conservative and more realistic ambitions.

## Implementation plan & Next steps

Table 9: Implementation plan

	Recommendation	Priority level	Resources	Impact
Services	1. Commercialise Psychology Consultations, Parenting Workshops, Pre-partum Course, Infant Massage Course and Breastfeeding Support		€€€ No costs (if no additional capacity is contracted)	Create sources of revenue
	2. Improve the website		€€€ Website set-up costs, marketing expenses	Increase brand awareness and user engagement; allow online purchase
Promotion	3. Promote the brand's repositioning on reputable magazines		€€€ Marketing expenses	Increase brand awareness and boost new positioning
	4. Design a clean and visual profile on IG and FB		€€€ Marketing expenses	Increase brand awareness and user engagement; reinforce new positioning
	5. Build and strengthen key partnerships		€€€ Marketing expenses	Increase brand awareness and reinforce new positioning
Next steps	6. Develop surveys on a regular basis to beneficiaries to understand the impact of the services' commercialisation and their perceptions regarding <i>AdM</i> as a socially-driven organisation		€€€ No costs	Improve effectiveness in identifying consumers preferences and internal improvement opportunities
	7. Track the success among the targeted mothers regarding the commercialised services, collect feedback for further improvements and evaluate the potential of a services' package		€€€ No costs	Improve effectiveness in identifying consumer preferences and internal improvement opportunities
	8. Make improvements to the physical space		€€€ Cost of materials needed to improve the rooms and labour	Improve physical space to better tackle consumer preferences, leading to brand preference

# AdM must invest in marketing and promotion to improve its reputation and credibility, entering the new target's consideration set, to succeed in the services' commercialisation

## Key takeaways

### Key considerations

**1** AdM will likely benefit from commercialising the Psychology Consultations, Parenting Workshops, Pre-partum and Infant Massage Course and Breastfeeding Support since it can **fill the unused idle capacity at a price**

**2** By filling only the idle capacity, AdM does **not need to incur in any additional costs other than marketing**

 Challenge: Current Brand Image



Teenage mothers  
Pregnancy  
Support  
Non-profit  
Social organization  
Young women  
IPSS  
Free  
Mothers with social and economic needs  
Mothers of risk  
Volunteering  
Noble mission  
Not certified  
Not qualified

**For vulnerable women**



For the commercialisation of services to be successful, it is crucial for AdM to **reposition itself**.

AdM's Marketing Communications must contribute to **build and strengthen its reputation and credibility to allow AdM to enter in the consideration set of the new target**

4.1 Inputs

4.2 Services Analysis

4.3 Final Considerations

4.4 Recap

1. For a more detailed and complete analysis, refer to Appendix 1.

## Chapter IV wrap-up

### What is the financial impact of adopting this format?

**Psychology Consultations, Parenting Workshops, Pre-partum Course, Infant Massage Course and Breastfeeding Support's commercialisation will most likely ensue incremental revenues for *AdM***

#### 4.1

#### What were the inputs and project roadmap considered to develop a financial analysis?

- A methodology scheme with **multiple types of revenue** and **cost drivers** was used to assess the financial viability of each service
- **Base ambition, pessimistic and optimistic scenarios** were drawn with different levels of demand for each service to evaluate the feasibility of commercialising the services and guide the decisions that the organisation should undertake

#### 4.2

#### What is the financial impact of commercialising each service?

- All **services have idle capacity** that can be allocated to the new target
- Filling the 5 services' idle capacity **ensues incremental revenues for *AdM***
- **For all services**, except Psychology Consultations and Parenting Workshops, *AdM* has the **option** to increase its capacity by **hiring a new collaborator**. Though, if verified, the **organization should guarantee** that there is **enough demand** to cover the additional costs associated with that decision

#### 4.3

#### Go or no go: which services should *AdM* commercialise?

- It is believed that **Psychology Consultations, Parenting Workshops, Pre-partum Course, Infant Massage Course and Breastfeeding Support** should be commercialised by *AdM*
- These commercialisations **only** imply **CAPEX** and **marketing expenses for *AdM***
- The commercialisation of the aforementioned services will generate **incremental net income for *AdM*** in the years analysed

## Literature Review (III/III)

### IRR

The IRR (internal rate of return) is a metric used to estimate the profitability of potential investments and it represents the discount rate that makes the net present value of all cash flows equal to zero (Berk and DeMarzo 2017). The financial analysis showed a high and positive IRR supporting the team's strong reasons to believe in the success of the services commercialisation strategy.

### BEP

The break-even point is the volume of activity at which a company's total revenue equals the sum of all variable and fixed costs (Berk and DeMarzo 2017). It allowed to understand at what point the total costs would be recovered and, thus, contributed to evaluating the viability of the commercialisations.

### P&L

A P&L (profit and loss statement) is a financial report summarizing a company's revenues, expenses, and profits/losses over a given period (Berk and DeMarzo 2017) and was applied to the financial analysis to evaluate *Ajuda de Mãe's* ability to generate sales.

### S-curve

According to the guide of Project Management Body of Knowledge, a S-curve is defined as being a graphic that shows cumulative costs, revenues or other metrics, plotted against time. It made measurement of the commercialisation progress and performance evaluation visual.

### Brand Identity Prism

Kapferer's Brand Identity Prism is a framework that represents the key elements that build a brand's identity: physique, personality, culture, relationship, reflection, self-image. It was used to create *Ajuda de Mãe's* new brand identity and help the brand communicating it.

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## New proposed brand identity prism for *AdM*



## AdM's services | Financial contribution

Accommodation	
Activity	Activity balance
Pregnant Adults	- €3 464,15
Pregnant Teens	- €5 904,44
<i>Casa João Paulo II</i>	- €9 201,72
<b>Total</b>	<b>- €18 570,31</b>

Training	
Activity	Activity balance
Training	- €7 101,31
<i>Escola de Mãe</i>	- €4 359,91
<i>Porque somos mães</i>	- €436,33
AECS	€8 076,15
<b>Total</b>	<b>- €3 821,4</b>





Reintegration	
Activity	Activity balance
Sweets and others	- €2 188,11
Enveloping and labeling	- €1 751,70
Laundry and ironing	- €5 143,45
<i>Ajuda em Casa CML</i>	€32 237,82
<b>Total</b>	<b>€26 657,96</b>

Additional Services	
Activity	Activity balance
<i>Vamos dar de Mamar</i>	- €1 563,67
<b>Total</b>	<b>- €1 563,67</b>

Other Projects	
Activity	Activity balance
By Ajuda de Mãe Lisboa	€0,42
By Ajuda de Mãe Santarém	€359,36
<b>Total</b>	<b>€359,78</b>

Escola do Arco	
Activity	Activity balance
Day Care	€70 233,22
Pre School	€965,74
<b>Total</b>	<b>€71 198,96</b>

## Services current situation/yearly

	 <b>Psychology Consultations</b>	 <b>Parenting Workshops</b>	 <b>Courses</b>	 <b>Breastfeeding Support</b>
<b>Occupation rate (%)</b>	50%	60%	Pre-partum Course: 67% Infant Massage Course: 80%	19%
<b>Idle capacity (%)</b>	50%	40%	Pre-partum Course: 33% Infant Massage Course: 20%	81%
<b>Idle capacity (slots available)</b>	2730	1040	Pre-partum Course: 20 Infant Massage Course: 18	188
<b>Current number of services/month</b>	210 consultations	4 workshops	4 Pre-partum Course 4 Infant Massage Course	23 visits
<b>Number of repetitions per consumer</b>	8	5	1	1

### AdM's income statement and costs and revenues evolution

#### Income Statement of *Ajuda de Mãe*

	2017	2018	2019	2020
Sales	€ 434 854	€ 472 596	€ 520 600	€ 453 472
Subsidies, donations	€ 960 995	€ 964 625	€ 1 071 438	€ 1 199 084
Provisions	- €	- €	- €	
Work for the own entity	- €	- €	- €	
Other Revenue	€ 229 721	€ 314 384	€ 244 032	€ 247 568
<b>Total Revenues</b>	<b>€ 1 625 570</b>	<b>€ 1 751 605</b>	<b>€ 1 836 070</b>	<b>€ 1 900 123</b>
Wages	€ 938 666	€ 1 063 263	€ 1 094 912	€ 1 127 488
External Services and Supplies	€ 511 933	€ 573 360	€ 602 376	€ 599 617
COGS	€ 51 045	€ 50 051	€ 46 476	€ 74 158
Inventory Adjustments	- €	- €	- €	
Debt Imparities	€ 1 694	€ 16	€ 130	€ 227
Provisions	- €	- €	- €	
Other Imparities	- €	- €	- €	
Other Expenses	€ 12 583	€ 13 858	€ 14 695	€ 15 852
<b>Total Costs</b>	<b>€ 1 515 921</b>	<b>€ 1 700 548</b>	<b>€ 1 758 589</b>	<b>€ 1 817 341</b>
<b>EBITDA</b>	€ 109 649	€ 51 057	€ 77 481	€ 82 782
Depr. and Amortiz.	-€ 60 487	-€ 58 746	-€ 59 456	-€ 59 209
<b>Operational Result</b>	<b>€ 49 162</b>	<b>-€ 7 689</b>	<b>€ 18 026</b>	<b>€ 23 573</b>
Interest	€ 6 100	€ 3 224	€ 2 730	€ 2 350
<b>Net Income</b>	<b>€ 43 062</b>	<b>-€ 10 913</b>	<b>€ 15 296</b>	<b>€ 21 223</b>

	2018	2019	2020
<b>Revenues evolution</b>	7,8%	4,8%	3,5%
<b>Costs evolution</b>	12,2%	3,4%	3,3%

## Interviews analysis

	Convergence Points	Divergence Points	Open Points
Psychology Support	Despite recognizing the importance of this service, none of the interviewees made use of this service in the context of pregnancy.	Some of the interviewees think this service should be available for all mothers free of charge.	Sometimes issues like post-partum depression and other psychological conditions caused by pregnancies are still not talked about and some women do not know they can ask for specific counselling for these issues.
Workshops	The average price of €10 per session was well accepted amongst most of the interviewees.	Some interviewees argue that it is better to learn by doing. There are mothers that prefer workshops over courses since they are less time-consuming, and they can choose the topics that interest them the most.	Some people think that it makes more sense to purchase this type of service in a package, since only one workshop does not really add much. There are mothers who only went to workshops because they were free of charge.
Courses	Interviewees who participated in a course during their first pregnancy do not repeat them for the following ones.	Some of the interviewees believe that although the contents of the courses are relevant, what they learn in theory does not always happen in practice.	Willingness to pay varies a lot depending on whether women sought and used this service on a public or private institution.
Breast-feeding support	This service is arguably the most consensual among the mothers and pregnant women as it may cause traumatic experiences if not well addressed.	None	None

## National competitors' analysis







Brand Awareness	Competitors	Products' Variety <sup>1</sup>	Price	Promotion	Place	Competition approach
+		<ul style="list-style-type: none"> <li>SOS Grávida (<i>From AdM</i>)</li> <li>Sexuality online</li> <li>Guide for pregnant women</li> <li>Workshops</li> <li>Psychology consultations</li> <li>(...)</li> </ul>	<ul style="list-style-type: none"> <li>Free (If women present a medical declaration of an official model at the health centre)</li> </ul>	Present on Facebook, twitter and LinkedIn. On Facebook, it has a <b>high frequency of posts, with an informative tone of voice.</b>	Hybrid	
-		<ul style="list-style-type: none"> <li>Psychology consultations</li> <li>Workshops (1h)</li> <li>Courses (weeks/months)</li> <li>Breastfeeding consultation</li> <li>(...)</li> </ul>	<ul style="list-style-type: none"> <li><b>Psychology:</b> €55/session</li> <li><b>Workshops:</b> €0-€15 (free when doing the course)</li> <li><b>Courses:</b> parenting (€195); child massage (€80)</li> <li><b>Breastfeeding:</b> €50/session</li> <li><b>Package:</b> €195</li> </ul>	Present on Facebook and on Instagram with an <b>informative tone of voice.</b> On Instagram, it benefits of many <b>testimonials of influencers.</b>	Hybrid	
-		<ul style="list-style-type: none"> <li>Psychology and psychiatric consultations</li> <li>Workshops (1h)</li> <li>Courses (weeks/months)</li> <li>Breastfeeding</li> <li>(...)</li> </ul>	<ul style="list-style-type: none"> <li><b>Psychology:</b> €75 (average)</li> <li><b>Psychiatry:</b> €55 (average)</li> <li><b>Parenting course:</b> €190 (package)</li> <li><b>Workshops:</b> Free (when completing the course)</li> <li><b>Breastfeeding:</b> €60 (online/centre), €100 (domiciliary)</li> <li><b>Package:</b> €190</li> </ul>	Present on Facebook, Instagram, YouTube and <b>TV shows.</b> It has a blog where <b>testimonials</b> are shared.	Hybrid	

Table 2: National competitors<sup>2</sup>

## National competitors' analysis







Brand Awareness	Competitors	Products' Variety <sup>1</sup>	Price	Promotion	Place	Competition Approach
+		<ul style="list-style-type: none"> <li>Workshops</li> <li>Breastfeeding consultations</li> <li>Psychiatry consultations</li> <li>(...)</li> </ul>	<ul style="list-style-type: none"> <li><b>Psychiatry:</b> €70 (presential), €50 (online)</li> <li><b>Workshops:</b> €65</li> <li><b>Breastfeeding:</b> €65 (clinic), €90 (domiciliary)</li> </ul>	Present on Facebook; Has a <b>blog</b> where it shares <b>testimonials</b> and <b>articles</b> about pregnancy, giving birth to a child, etc.	Hybrid	
		<ul style="list-style-type: none"> <li>Workshops</li> <li>Courses</li> </ul>	<ul style="list-style-type: none"> <li><b>Free package</b></li> <li><b>Premium package:</b> €80</li> <li><b>Workshops:</b> free</li> </ul>	Present on Facebook and Instagram with <b>regular posts</b> and <b>giveaways</b> . Personal and <b>calling to action</b> tone of voice.	Hybrid	
-		<ul style="list-style-type: none"> <li>Psychiatry consultations</li> <li>Workshops</li> <li>Courses</li> <li>Breastfeeding consultations</li> <li>(...)</li> </ul>	<ul style="list-style-type: none"> <li><b>Parental counselling:</b> €50-€60</li> <li><b>Psychology consultations:</b> €60-€70</li> <li><b>Workshops:</b> €65</li> <li>(individual), €120 (couple)</li> <li><b>Courses:</b> €180 (couple)</li> <li><b>Breastfeeding consultations:</b> €55-€60 (Centre); €80-€85 (domiciliary)</li> </ul>	Present on Facebook and Instagram. Promotion of its services and <b>team testimonials</b> as well as <b>empowering quotes</b> .	Hybrid	

Table 3: National competitors<sup>2</sup>

## International competitors' analysis




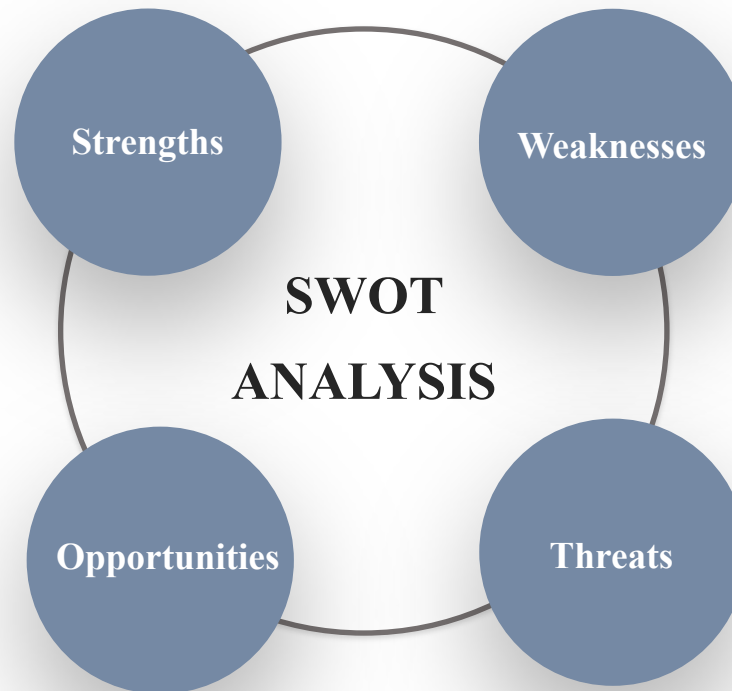
Competitors	Products' variety	Price	Place	Promotion
	<ul style="list-style-type: none"> <li>• Medical appointments</li> <li>• Helpline</li> <li>• Workshops</li> <li>• Courses</li> <li>• Neonatal nurse support at home</li> <li>• (...)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Free</b></li> </ul>	Hybrid	<ul style="list-style-type: none"> <li>• Present on Facebook, Instagram, Twitter and LinkedIn</li> <li>• <b>Regular frequency</b> of posts on social media</li> <li>• <b>Informative tone of voice</b> regarding all health-related issues</li> </ul>
	<ul style="list-style-type: none"> <li>• Comprehensive articles</li> <li>• App with personalized resources and information</li> <li>• Tight-knit community</li> <li>• Monthly videos</li> <li>• Feeding tracker</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Free</b> access to all content on the website and app</li> </ul>	Online	<ul style="list-style-type: none"> <li>• Focused on highlighting its credibility via <b>award-winning, certifications and medical board reviews.</b></li> <li>• Present on Facebook, Instagram and Twitter</li> <li>• <b>Fun facts and informative content</b></li> </ul>
	<ul style="list-style-type: none"> <li>• Classes</li> <li>• Workshops</li> <li>• Courses</li> <li>• Support groups</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Classes:</b> Free</li> <li>• <b>Workshops:</b> €50</li> <li>• <b>Courses:</b> from €18 to €129</li> <li>• <b>Support group sessions:</b> €120</li> </ul>	Online	<ul style="list-style-type: none"> <li>• Present on Facebook, Instagram and Pinterest</li> <li>• <b>Informal, personal and engaging tone of voice,</b></li> <li>• Shares testimonials, tips, workshops</li> </ul>

Table 4: International competitors

## SNS – Swot Analysis

- Exemption from user fees for pregnant women
- Available for all women, including those in with poor financial conditions
- Helpline available 24h
- Technical and specialised qualification of professionals

- Faster service
- Modernize services and organisational structure

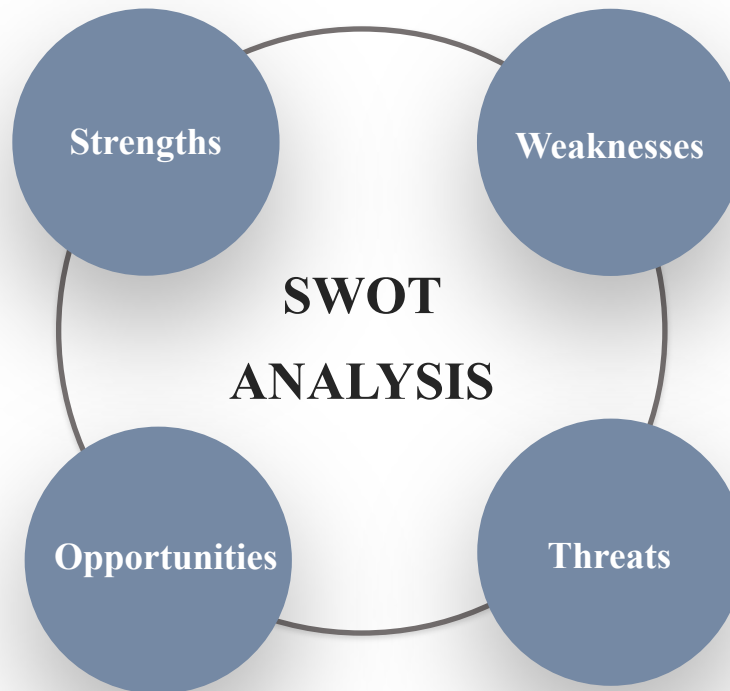


- Long waiting periods due to high demand
- Management model and organisational structure
- Lack flexibility of schedules
- Quality of services provided depend on the Health Centre

- Economic sustainability
- Demotivated professionals
- Low-price, fast-response competitors

## *Pré e Pós Parto – Swot Analysis*

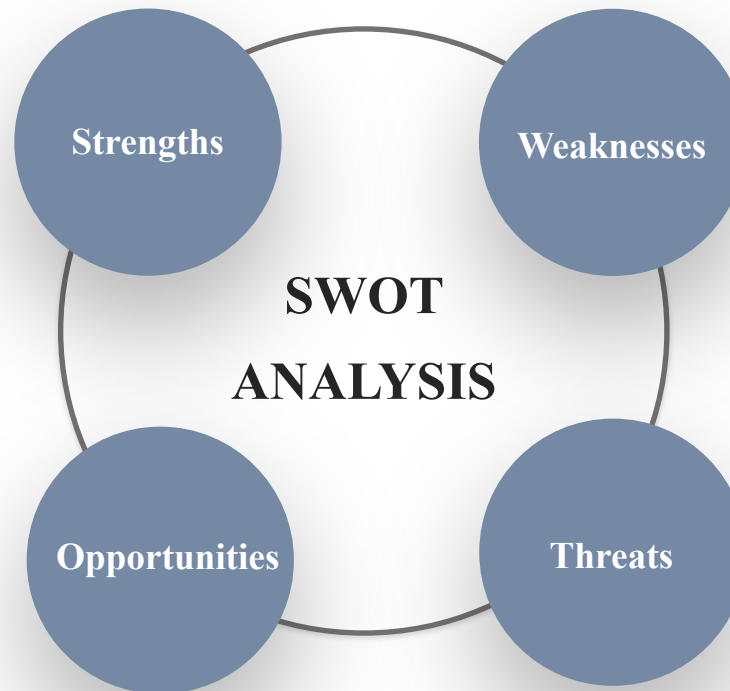
- Credibility and established reputation
  - Variety of services offered and contribution to the women/family well being during all pregnancy and motherhood stages of life
  - Best pre and post child-delivery service award
  - Online presence and nationwide
  - Partnerships with related brands, benefiting consumers
  - Certification by ERS
  - Partnerships with influencers
- 
- No opportunities found



- High prices
  - Lack of availability of services when consumers does not purchase the full package
  - Deficiencies on costumer service: rarely answer the phone and slow response time to emails and chat
  - Lack of key information available on the website
- 
- Lower-price, high-quality competitors

## Centro do Bebê – Swot Analysis

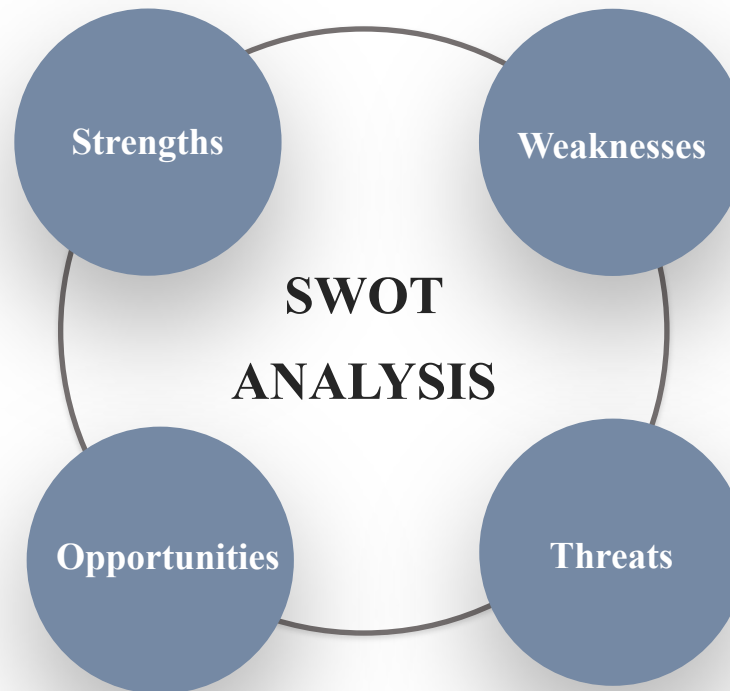
- All services available are well organised and displayed on the website
  - All services needed during pregnancy and after birth are included in one only package
  - Variety of services (such as yoga, meditation, paediatrics)  
 Direct and continuous contact with the certified nurses and trainers
  - Great marketing communication on the social platforms
  - Partnerships with influencers
- 
- Create a cleaner and more user-friendly online presence



- Deficiencies on customer service: rarely answer the phone and slow response time to emails and chat
  - High prices
  - Lack of key information available on the website
- 
- Low-price, high-quality competitors

## *Conversas com barriguinhas* – Swot Analysis

- Enhances its visibility by partening up with health care institutions to advertise their workshops<sup>1</sup>
  - Collaboration of famous specialist in the maternity area such as Carmen Ferreira and others
  - Free and low-price options
  - A strong community with 22m followers on Instagram
  - Physical events nationwide
  - Clear and well-organized calendar of events on the website
  - Highly responsive costumer service
- 
- Develop a wider range of services to provide
  - Invest on Facebook and Instagram page for a cleaner image
  - Breastfeeding support at home



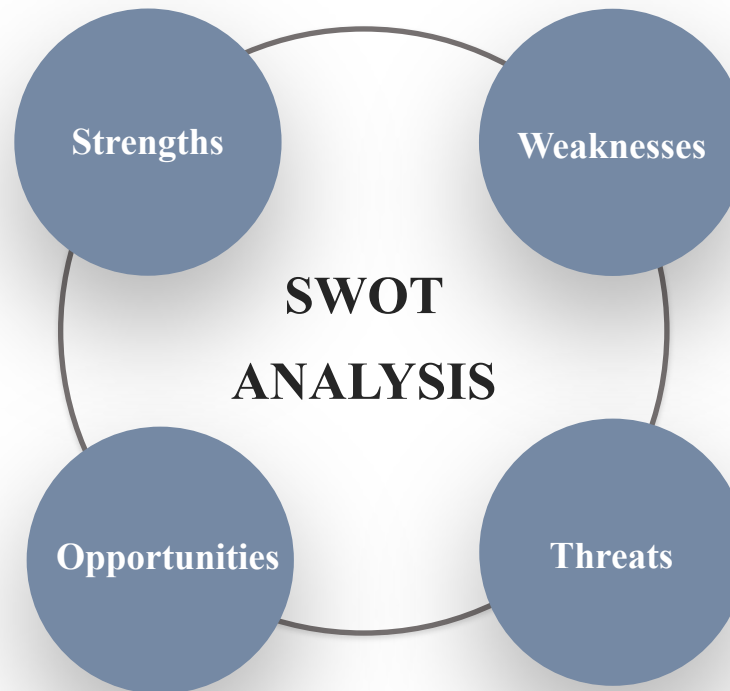
- Small range of services provided

- Competitors offering more services such as pelvic physiotherapy, psychology consultations and breastfeeding support at home
- Competitors able to charge higher prices by offering more complete packages of services

## *Amamentos*– Swot Analysis

- Credibility and established reputation
- Variety of services offering and contribution to the women/family well being during pregnancy and motherhood stages of life
- Best pre and por child-delivery service award
- Presence online and nationwide
- Clean and strong online presence

- Strengthen online presence
- Offer more services
- Very focused on the breastfeeding field, thus can expand and improve other services



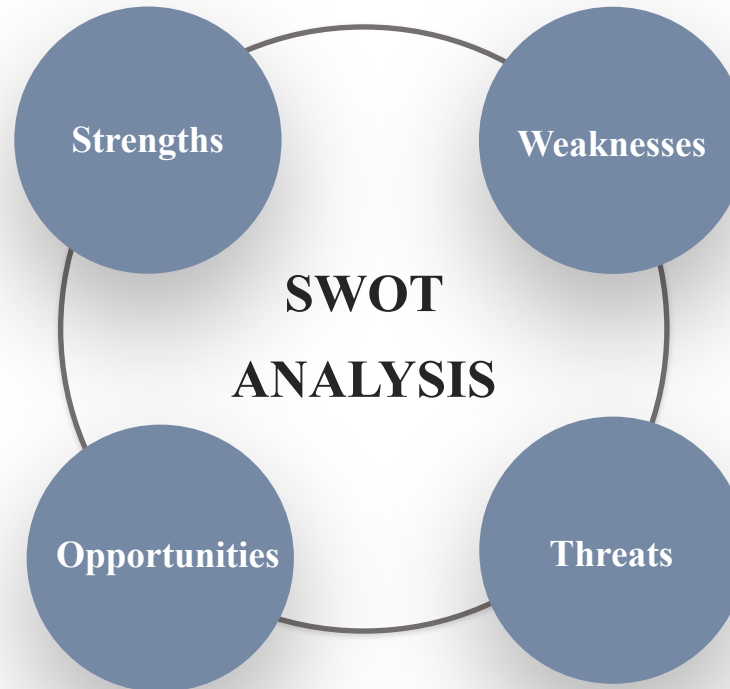
- Poor variety of workshops offered
- Basic website
- Website has little information

- Lower-price, high-quality competitors
- Competitors offering more variety of services and packages that include breastfeeding

## Power Clinic – Swot Analysis

- Credibility and established reputation
- Specialized collaborators
- Holistic mix of health services for pregnant women and babies
- Attended by public figures

- Expand the services to offer more workshops and courses
- Increase the online options
- Offer packages



- Poor variety of workshops offered
- Poor variety of courses offered
- Does not offer packages

- Lower-price, high-quality competitors
- Competitors offering more variety of services and packages

## Examples of physical spaces of the competition



Centro Pré e pós parto



Centro Pré e pós parto



Power Clinic



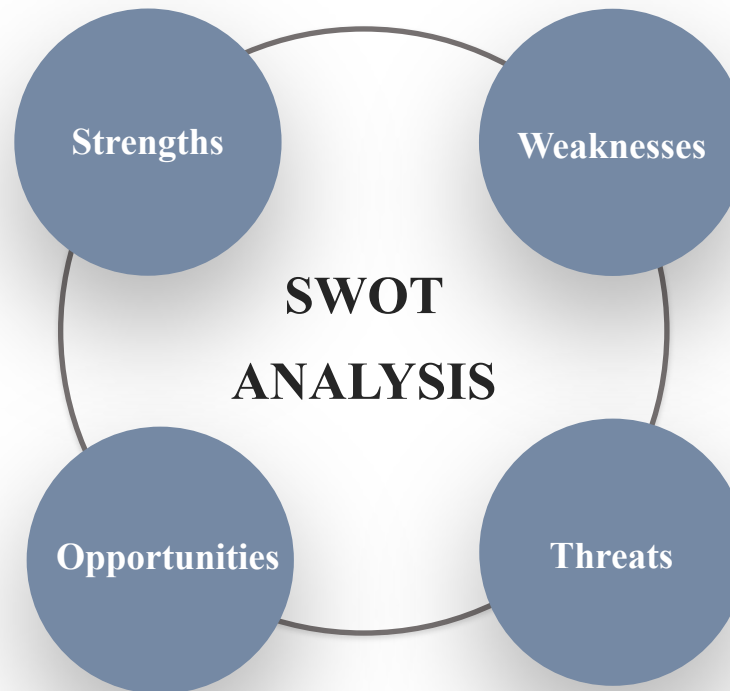
Centro Pré e pós parto

## Examples of *AdM*'s physical spaces











## *Ajuda de Mãe – Swot Analysis*

- Authenticity and credibility due to its small size and history
- Know-how
- Technical and specialised qualification of collaborators
- Mission driven employees
  
- Low-price, fast-response offerings
- Create a clean, coherent and impactful communication strategy
- Create value to consumers by offering new, creative and dynamic services
- Develop partnerships with corporate companies
- Develop partnerships with related brands (E.g., Chico)
- Develop services more aligned with pregnant and recent mothers' needs



- Lacks visibility and is very related to vulnerable women (biased connotation)
- Traditional and disorganized internal structure
- Lack of innovation in presenting the services
- Might struggle developing a strong marketing strategy and a rebranding due to its low financial income
- Its supply is very focused on the beneficiary needs
- Physical space and conditions are unable to respond to the potential target's needs
  
- Top competitors in Portugal are already well-established
- Competitors offer the proper physical conditions and comfort as well as technology needed
- Financial and economic sustainability

## Swot analysis of the services to be commercialised

<b>Services</b>	<b>S</b> Strengths 	<b>W</b> Weaknesses 	<b>O</b> Opportunities 	<b>T</b> Threats 
 Psychology Consultations	<ul style="list-style-type: none"> <li>✓ Specialized collaborators</li> <li>✓ 20 years of experience on the field of pregnancy</li> <li>✓ Idle capacity</li> </ul>	<ul style="list-style-type: none"> <li>✓ Low usage rate from the sample</li> <li>✓ Lack of promotion and visibility</li> <li>✓ <i>AdM's</i> location and physical conditions</li> </ul>	<ul style="list-style-type: none"> <li>✓ Fast response offerings</li> </ul>	<ul style="list-style-type: none"> <li>✓ Free offers</li> <li>✓ Well-established competition</li> <li>✓ Competitors provide comfort</li> </ul>
 Parenting Workshops	<ul style="list-style-type: none"> <li>✓ Certified volunteers in the sessions</li> <li>✓ Participative and interactive</li> <li>✓ Diversified topics covered</li> <li>✓ High interest from the sample</li> <li>✓ Idle capacity</li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>AdM's</i> poor promotion and visibility</li> </ul>	<ul style="list-style-type: none"> <li>✓ Create value to consumers by offering creative and dynamic workshops</li> <li>✓ Develop partnerships with health care institutions and corporations</li> </ul>	<ul style="list-style-type: none"> <li>✓ Free offers</li> <li>✓ Well-established competition</li> </ul>
 Courses	<ul style="list-style-type: none"> <li>✓ Specialized collaborators</li> <li>✓ High interest from the sample</li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>AdM's</i> poor promotion and visibility</li> <li>✓ Low idle capacity</li> <li>✓ <i>AdM's</i> location and physical conditions</li> </ul>	<ul style="list-style-type: none"> <li>✓ Hands-on approach on courses</li> </ul>	<ul style="list-style-type: none"> <li>✓ Competitors offer the proper physical conditions, comfort and technology needed</li> <li>✓ Well-established competition</li> </ul>
 Breastfeeding Support	<ul style="list-style-type: none"> <li>✓ Specialized collaborators</li> <li>✓ Pre-existing awareness</li> <li>✓ Source of donations</li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>AdM's</i> poor promotion and visibility</li> </ul>	<ul style="list-style-type: none"> <li>✓ Service expansion to different segments</li> </ul>	<ul style="list-style-type: none"> <li>✓ Well-established competition in breastfeeding support market</li> </ul>

## OPEX Calculation

		OPEX	
Psychology Consultations	Hiring Expenses	New hiring expense per month	€ 1 230
		Number of consultations per week	35
		Number of consultations per month	140
		New hiring expense per consultation	€ 9
COGS		Material Costs	€ -
Parenting Workshops	Hiring Expenses	New hiring expense per month	€ -
		Number of workshops per week	1
		Number of workshops per month	4
		Number of participants per workshop	50
COGS		New hiring expense per participant	€ -
		Material Costs	€ -
Pre-partum Course	Hiring Expenses	New hiring expense per month	€ 250
		New hiring expense per course (3 months)	€ 750
		Number of participants per course	15
		New hiring expense per participant	€ 50
COGS		Material Costs	€ -
Infant Massage Course	Hiring Expenses	New hiring expense per month	€ 250
		New hiring expense per course (2 months)	€ 500
		Number of participants per course	15
		New hiring expense per participant	€ 33
COGS		Material Costs	€ -
Breastfeeding Support	Hiring Expenses	New hiring expense per month	€ 250
		Number of visits per week	25
		Number of visitis per month	100
		New hiring expense per visit	€ 2,5
COGS		Material Costs	€ 22,5

Note: Workshops are conducted by professional volunteers

## Website improvements

### MENU TAB

Including a Menu on *AdM*'s website allows users to have an overview of every content and creates a more friendly user experience.

### SWITCH “QUEM SOMOS” TO “SOBRE AJUDA DE MÃE”

Change, under the same tab, the “Historial” section to “A nossa história” which is more personal.

### SWITCH “O QUE FAZEMOS” TO “MISSÃO SOCIAL”

To differentiate the beneficiaries' designed services from the new target's ones and promote the brand social commitment.

### SERVICE TAB

Add a list of all services to be commercialised under the current service tab, ensuring each one is clear and informative with the enrollment option.



### TESTIMONIALS SECTION DIVISION

Restructure the current testimonial section with the names and age of the beneficiaries to create empathy and relevance, rather than the impersonal photographs.

### FAQs Page

This section is currently unfinished giving a novice impression of the brand, hence why the missing answers need to be completed.

### BLOG TAB

A space built for pregnant women and recent mothers to discuss and share experiences amongst themselves, creating a sense of community.

### CALENDAR TAB

A well-organized agenda with all the workshops, courses and up coming events to which the target could automatically enroll.

Conducting **keyword research** should be *AdM*'s number 1 priority to discover what keywords the potential new target is searching for. By implementing them, *AdM* can drive traffic to its website

## Create a community and have engaged followers through content marketing

### 1 Change account name and bio

The Instagram name holds a top position in the profile and should be the brand's name.

In the Bio Section AdM's should portray the brand personality and unique value proposition. Thus, it should include the specialised/certified support and mission-oriented focus.

### 2 Post differentiated content and engage with followers

- Q&As
- Customer testimonials (both from beneficiaries and from new target)
- Announcements (workshops, courses, etc)
- Special days (Eg., Mother's day, Children' Day, Father's Day, Christmas)
- Tips and "how-tos"
- Lives about different topics

### 3 Add a visual and well-designed aesthetic

Have a cohesive and clean page, by respecting a color palette and a specific post design.

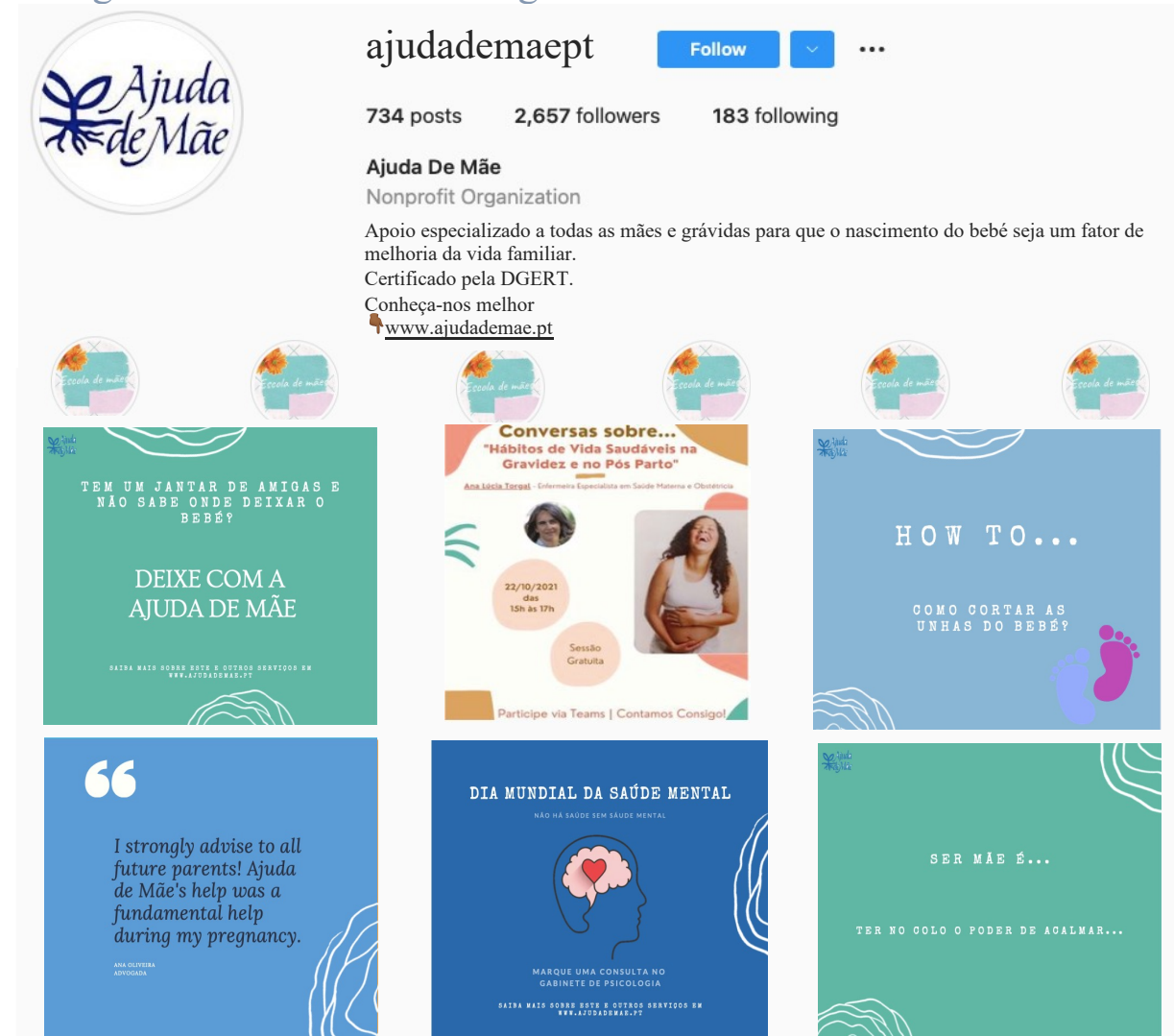
In the Highlights Section, restrict to testimonials, services, donations, advantages, how to help, team.

### 4 Use keywords and hashtags strategically

#AjudaDeMãe #Maternidade #Gravidez #Bebés #EmpoweringWomen

### 5 Keep the social media updated

Share posts and stories frequently and ensuring the audience is engaged



IG feed proposal

## Social Media Objectives and posting schedule

### Key Social Media Strategy Objective

- Increase scope and recognition;
- Increase engagement;
- Direct traffic to the site;
- Increase the number of users of the platform;
- Build trust;
- Build a community.

### Implement a Regular Posting Schedule

- Posting regularly is key to achieving online success and creating a community of people who interact with each other. To help do so, many companies use action plans.
- *AdM*'s action plan will time the activity of creation, define the frequency of publication, among others.

### Action Plan Calendar Proposal

COLOUR CODE			
TESTIMONIAL			
HOW TO			
"SER MÃE É..."			
ANNOUNCEMENT			
TIPS			
INFORMATIVE POST			
QUIZ			
DATE	TYPE OF POST	INSTAGRAM	FACEBOOK
14/02/2022	TESTIMONIAL	<p><a href="#">LINK</a></p> <p>Ajuda de Mãe gave me the confidence and support I needed to strive during my pregnancy and be prepared to give birth to my baby in the healthiest and most informed way possible.</p>	<p><a href="#">LINK</a></p> <p>Ajuda de Mãe gave me the confidence and support I needed to strive during my pregnancy and be prepared to give birth to my baby in the healthiest and most informed way possible.</p>

Action Plan Calendar Proposal

## Partnerships

### Social Media Influencers

- Ever-growing social media usage makes influencer marketing an essential part of the promotion strategy of *AdM*
- There must be an alignment between the brand's marketing vision and goals with its influencer's content
- Suggestions of influencers for *AdM* to partner up with:



**Catarina Barreiro**  
80,8m followers  
Sustainability and environmental focus

**Joana Reis**  
33,7m followers  
Motherhood focus



**Catarina Macedo Ferreira**  
51,8m followers  
Lifestyle focus

### WHY IS IT IMPORTANT?

#### Health Care Institutions

- Partnerships with health care institution such as hospitals, clinics, health centres and maternities are crucial to bring credibility to *AdM* services and increase its brand awareness
- Furthermore, *AdM* could provide workshops complementing the gaps of SNS



CENTRO DE SAÚDE DE ALVALADE



CENTRO DE SAÚDE DE OEIRAS



#### Employers

- Partner up with big enterprises to provide free workshops in exchange of provision of a space for the effect of these activities and increase visibility for both parties. Additionally, *AdM* could partner with brands (e.g., Chicco) and offer kits to its course's participants (when physically)
- Start with the companies who already support *AdM* and progressively add brands associated with pregnancy, motherhood and babies
- "Win-win" situation for companies to strengthen CSR strategies



Obra Social "la Caixa"



## Voucher's analysis

A voucher of 400€ was calculated having in mind the average number of services used by the current *AdM*'s beneficiaries and a small margin for extras

Service	Quantity	Price
<b>Psychology Consultations</b>	8 sessions	€25
<b>Parenting Workshops</b>	5 workshops	€7
<b>Pre-partum Course</b>	1 course	€60
<b>Infant Massage Course</b>	1 course	€40
<b>Breastfeeding Support</b>	1 session	€45
<b>Remaining</b>		€20