

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.

**WHICH HOSPITALITY STRATEGIES SHOULD BE APPLIED TO SPORTS TOURISM  
TO ENSURE CUSTOMER LOYALTY**  
Customer Retention and Post-Purchase Strategies

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#### Abstract:

As the Sports Tourism sector grows and competition intensifies, O-Sports aims to refine their strategies to ensure Customer Loyalty. This work project proposes hospitality strategies to improve customer acquisition and retention, as well as a suggested Customer Journey Map, all supported by a literature review, surveys and interviews. O-Sports seeks to position itself as a leading brand by delivering exceptional experiences, leveraging technology and fostering long-term client relationships. These recommendations are designed to improve customer satisfaction and establish O-Sports as a trustworthy name in sports tourism, both in Portugal and internationally

#### Keywords:

Sports Tourism, Customer Retention, Customer Loyalty, Marketing Strategies, Customer Relationship Management, Customer Journey, Hospitality, Event Management, Digital Marketing, Social Media Marketing, Word-of-mouth, Loyalty Programs, Conversion

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## 1. Introduction

This work project aims to develop and implement hospitality strategies that improve customer loyalty within the sports tourism industry, more specifically to the O-Sports company. By examining customer acquisition and retention strategies, we identified techniques and tools that can improve customer experience, strengthen brand loyalty, and improve the company overall. The project lasted 4 months, in collaboration with the O-Sports internal team. With this project there will be an impact on acquisition and retention of clients for the company as well as a role in guiding the restructuring of the marketing department.

The project begins with a comprehensive literature review of existing academic publications, industry reports to ground the recommendations in established research and best practices. Methodology follows the literature review, focusing on analysing customers' feedback which provides insight into customer expectation, preferences, and pain points. Furthermore, the analysis will make it possible to outline the Marketing strategy for O-Sports, addressing both acquisition and retention strategies and the implementation of a Customer Journey Map.

The ultimate objective is to present O-Sports with hospitality strategies to be applied to sports tourism, ensuring customer loyalty.

### 1.1. Osiris Group

Founded in 2001, **Osiris Group** is a Portuguese company specialized in travel and events. The corporate sector of Osiris focuses on providing seamless and personalized business travel and corporate event solutions. It offers customized platforms for booking, constant support, and tailored experiences to ensure smooth operations. It is composed of several specialized entities that focus on specific market segments. The group's main activities are O-Bike (cycling tours throughout Portugal); **O-Sports** (organizes training camps events); O-Jets: (jet services) O-Bus (transportation and entertainment).

## 1.2. O-Sports

**O-Sports**, founded in 2021, is a sports tourism, training camp and event organization company that specializes in managing and hosting sports events. The company focuses on providing a one-stop solution for sports events, tournaments, and training experiences.

Looking into their business model and services, O-Sports operate primarily as an agency, facilitating **Business-to-Business** (B2B) and **Business-to-Consumer** (B2C) interactions.

The primary services they provide are Sports Events, Training Camps and Corporate Events, as we can see described in the **Appendix 1**, across multiple sports focusing mainly on: Football; Basketball; Athletics; Swimming; Volleyball; Rugby; Field Hockey.

**The team** – Built with two managing partners Pedro Machado and Francisco Ortigão having both background with sports and event coordination. Also, there are four project managers to complete the team, all of whom bring together valuable experience in sports organization.

## 2. Literature Review

### 2.1. Sports Tourism Industry

**Sports tourism** has established itself as a significant segment within the global tourism industry. Initially, until the 1990s, sport was seen as a secondary context in tourism research. However, in recent decades, sports tourism has gained prominence as a multifaceted and growing phenomenon (Hinch and Higham 2001). Characterized by trips motivated by participation in or observation of sporting activities, today sports tourism is considered one of the fastest growing segments within the tourism sector, with a growing demand for major events such as the Olympic Games and the World Cup (UNWTO 2022).

Sports tourism can be classified into two broad categories: active participation, where tourists travel to play sports, and passive participation, where the aim is to watch sporting events

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(Pawlikowska-Piechotka 2016). This division reflects the different ways in which sport is experienced during travel, whether as practice or as entertainment. In addition, sports tourism involves a diverse range of experiences, from taking part in events to sports training or simply experiencing historical or cultural sites linked to sport (Gozalova et al. 2014).

Sports tourism, meanwhile, has proved to be not only a leisure activity, but also an important economic drive for the regions that host events. In fact, major sporting events have attracted a significant number of tourists, often outstripping traditional tourist attractions such as beaches or historical monuments. It is estimated that around 80% of cities and regions that host major sporting events, such as international championships, see both athletes and spectators becoming typical tourists during and after the event (Malchrowicz-Mosko and Munsters 2018).

The economic impact of sports tourism is substantial, especially in relation to spending by participants and spectators during sporting events. Sporting events have an impact on the chosen communities and destinations. The main impact is on the economy of these destinations. Event participants spend money before, during and after the event and contribute to an improvement in the local economy (Yüksel and Ön 2024). This spending includes travel, accommodation, and lodging, with a multiplier effect on local economies, especially in destinations that host major competitions (Zarotis 2019). Major sporting events such as the Olympic Games and World Cups have increased the popularity of sports tourism, bringing with them direct and indirect economic benefits for the host cities (Gammon and Robinson 1997).

Motivations for sports tourism are varied and can be influenced by personal desires, such as the desire to try something new, learn new skills or achieve a personal development goal (Gibson 1998). The unique experience provided by the combination of sport and tourism offers tourists exceptional opportunities for involvement, whether they are actively participating in or spectating sporting events (Perić 2010).

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This type of tourism (sports tourism) is increasingly recognized as a key factor in leisure travel, serving as an effective tool for attracting tourists and increasing the visibility of destinations and sporting events (Vrondou 2017). In addition, sport is often the main reason for traveling, although the tourist element can reinforce the overall experience by providing additional cultural immersion (Gammon and Robinson 1997).

### **2.2. Marketing Services and Experiences**

Because they are intangible and place a strong focus on co-creation and emotional connection, Marketing services and experiences are different from typical product marketing. Services are generated and consumed at the same time, making the customer experience the main source of value, on the other hand, physical products are produced, kept and sold as tangible objects (Zeithaml, Parasuraman & Berry 1985). Innovative approaches to service marketing have emerged as a result of this distinction, especially in sectors like sports tourism where consumer loyalty and happiness are largely dependent on experiences.

Intangibility of services (the inability of clients to physically see them before making a purchase) is one of their most distinguishing features. Vargo and Lusch (2004), say that the transition from a good's dominant logic to a service dominant logic, where value is co-created through interactions between the client and the provider. This approach shows the importance of delivering high-quality experiences, as customers evaluate services based on their perceptions and emotional engagement.

As a subset of Service Marketing, Experimental Marketing aims to create memorable experiences by appealing to consumers' senses, emotions and imaginations, Schmitt (1999) argues that companies should create encounters and have a profound impact on their clients in order to beyond transactional partnerships. Gentile, Spiller and Noci (2007) propose that by

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integrating interactive elements in the experiences this improves customer satisfaction and loyalty.

Digital transformation has revolutionized the way services and experiences are seen. Tools like customer relationship management (CRM) systems, mobile applications, and AI-powered chatbots allow businesses to provide highly personalized and efficient service experiences (Bolton et al., 2018). These technologies facilitate real-time engagement, instant feedback collection, and tailored recommendations, enhancing overall customer satisfaction.

Emotional engagement in service marketing is crucial. Hennig-Thurau, Gwinner e Gremler (2002) argue that emotional bonds between customers and service providers significantly influence loyalty and advocacy. Berry, Carbone e Haeckel (2002) further elaborates that creating "relationship experiences" helps companies differentiate themselves in competitive markets by maintaining long-term customer commitment.

### **2.3. Customer Acquisition**

Although **customer acquisition** is vital to the survival of many companies, the process can be challenging and is not always professionally managed. Customer acquisition is important and should be a concern even if customer retention is seen as the company's core strategy (Ang et al. 2010). In fact, in marketing, the concepts of attraction and acquisition are often treated as equivalent, and acquiring the right customer segments is crucial to ensuring the retention of profitable customers (Tuguinay et al. 2023).

Having a good and innovative strategy for customer acquisition and retention can have an influence on a company's overall performance, especially in smaller companies (Arnold, Fang, and Palmatier 2010). To manage this process effectively, it is essential for companies to identify

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potential customers, understand how to engage them and define what to offer them (Nasir 2015).

According to Schmitt et al. (2010), referral partnerships are a type of **word-of-mouth (WOM) marketing** where companies offer rewards to existing customers for bringing in new ones. Unlike natural WOM, these initiatives are deliberately created and closely managed by organizations to maximize their effectiveness.

Integrating Google Analytics into customer acquisition strategies can lead to improved conversion rates and a boost in acquiring new customers. Additionally, Google Analytics offers valuable insights into the different channels used for customer acquisition, enabling businesses to optimize their approach (Kaur 2021).

Asare Osei (2020) says that customers who use search engines to look for information tend to trust the links that appear on the results page, especially those that feature reviews, opinions, or ratings. In addition, people tend to trust the results displayed on the first page of Google more than the second, which highlights the importance of positioning a website among the first results to increase its visibility and credibility. Content marketing plays a key role in customer acquisition, especially in the digital context. By creating and distributing valuable and relevant content, companies can attract and engage potential customers, establishing trust and authority in the market. (Garritano 2017).

Advertisers are increasingly relying on Google Ads as a platform for advertising, leveraging its pull marketing approach to draw customers toward brands, foster engagement, and drive purchases. With Google holding an impressive 87.66% share of the search engine market, compared to Bing and Yahoo's combined 12.33%, organizations have been prioritizing Google Ads to maximize their reach and effectiveness (Al Khasawneh et al. 2023).

Sundman (2021) points out that marketing automation can be an effective strategy for facilitating customer acquisition. This is because automation tools help to optimize the lead

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generation process, transforming contacts into marketing-qualified leads and, eventually, into sales-qualified leads. The efficiency of this process depends on its fluidity and integration, allowing companies to intensify their customer acquisition efforts in a cost-effective and strategic way.

Customer engagement in sports participation contexts should not be expected to function in the same way as in fan or spectator scenarios, emphasizing the difference in consumer behaviors in different sports contexts (McDonald et al. 2022). In the context of sports tourism, attracting potential customers is a complex process that requires an in-depth understanding of the target audience, their needs, and motivations. This understanding helps in devising effective marketing strategies to capture and keep customers' attention (Kang and Kim 2023). Taking advantage of the information, the company already has on consumers makes the task of winning their attention easier (Nasir 2015).

**Social media** has transformed the sports tourism market by influencing both tourists and service providers. Not only do they make it easier to plan and organize trips, but they also allow travelers to share their experiences and reinforce credibility through user-generated content (Barišić and Bučar 2022). The use of social media has a comprehensive function in sports tourism marketing, helping to make destinations more attractive and reinforcing their brand image. In addition, these platforms contribute to the promotion of sporting events and nostalgic experiences. To optimize marketing strategies, destinations should apply social media analysis tools to identify tourists' preferences and behaviors. This understanding allows them to develop more targeted and personalized content with the aim of attracting different visitor segments (Zhao & Wang 2024).

Other research suggests that consumers consider word of mouth (WOM) to be a more reliable source of information than resources created online (Fong & Burton 2008). This type of

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communication is particularly relevant in the hospitality and tourism sectors, where products are intangible and difficult to evaluate without direct experience. Due to this intangible characteristic, the influence of WOM in tourism has proven to be especially significant (Javits 2019).

Some authors argue that sharing on social media can be considered a form of word of mouth (WOM). User-generated content is seen as a digital version of WOM, which provides greater trust and credibility than the official information provided by the tourist destinations themselves (Fernández-Cavia et al. 2016).

A good way to attract potential customers in the leisure sports sector is to offer products at affordable prices. In addition, the use of discounts and incentives has proved effective in attracting customers. The authors also argue that offering value-added services, which go beyond the basic product or service, can also attract new customers and encourage them to become repeat customers (Kang and Kim 2023).

### **2.4. Customer Retention**

**Customer retention** is the ability a business has in maintaining long-term relationships with its customers, it is an essential factor for long-term success. (Reichheld 1990).

Sharing similar points of view, the economic advantages of customer retention are recognized by Rust & Zahorik (1993) and Hennig-Thurau et al. (2002). Rust and Zahorik (1993) say that retaining customers is cost-effective because of the reduced costs associated with acquiring new customers, as well as the increased revenue generated by loyal customers who make repeat purchases.

Hennig-Thurau et al. (2002) talks about the role of loyal customers through word-of-mouth, which is a cost-efficient marketing strategy.

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Zeithaml, Parasuraman, and Berry (1996) research is about how customer retention is very much influenced by perceived value. They found that customers are more likely to stay loyal to a brand when they believe the advantages/ benefits they get from the product/service exceed the costs they made to obtain it. Also, Hennig-Thurau et al. (2002) argue that the emotional bonds between customers and brands are essential in gaining loyalty, as these connections bring satisfaction and foster trust. According to Morgan (1994) commitment-trust theory, the presence of trust and mutual commitment creates a sense of dependability that reinforces retention.

**Customer retention strategies** have evolved significantly with advancements in technology and because consumer expectations are changing. Traditional strategies are more focused on service quality, personalized communication, and loyalty programs which continue to be valuable, however digital transformation has introduced new ways for engagement. AI-powered tools, such as personalized recommendations, chatbots, and predictive analytics, allow businesses to anticipate customer needs and provide tailored experiences and therefore these tools improve customer satisfaction and simplify interactions, foster trust and repeat behaviors. (Wang, 2022).

Another critical strategy for customer retention is the emphasis on delivering superior service quality. Parasuraman, Zeithaml, and Berry (1988) identified five dimensions of service quality - reliability, assurance, tangibles, empathy, and responsiveness - these directly influence customer satisfaction and loyalty. Hallowell (1996) demonstrated that service quality has a compounding effect on customer satisfaction, which directly correlates with retention rates. His study focused on quantitative data collected from customer surveys, measuring perceptions of service quality and satisfaction. He then correlated these findings with retention metrics,

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showing that higher levels of perceived service quality led to greater satisfaction, which in turn increased the likelihood of customers remaining loyal to a company.

The importance of **emotional engagement** in retention cannot be underestimated. Bee and Havitz (2010) focus on the role of psychological commitment and emotional involvement in fostering loyalty. Their research suggests that businesses must create experiences that provoke positive emotions, growing a psychological bond with customers. This strategy is particularly evident in industries such as hospitality, sports tourism, and luxury retail, where emotional connections are a key differentiator.

### **2.5. Customer Journey**

According to Fuller et al. (2023), the customer journey can be divided into three major stages: pre-purchase, purchase, and post-purchase. Lemon and Verhoef (2016) also point out that this division helps to understand how customer experiences develop at various times and influence their decisions.

At each of these stages, consumers interact with the company's brand, products, or services through various digital touchpoints, such as websites, mobile apps, social media, and e-commerce platforms (Nugraha et al. 2024). These touchpoints represent crucial moments in shaping customer perception and influencing their choices. However, as Towers and Towers (2022) point out, there is still a lack of consensus on what constitutes a customer journey, including terminology, the application of the stages of the consumer decision process and the categorization of the touchpoints within it. This reinforces the complexity of the subject and the need to adapt to the specificities of each context.

### **2.5.1. Awareness**

The Awareness Stage is the initial phase of the customer journey, where potential consumers become aware of the existence of a brand or service. The main objective at this stage is to capture attention and generate interest, laying the foundations for future interactions. Fuller et al. (2022) point out that the awareness built up at this stage plays an essential role in the pre-purchase phase, as it determines whether the consumer recognizes the brand as a viable option when the need arises for a specific category. Furthermore, it is at this point that consumers become aware of a need or problem they are facing and start searching for information on available solutions (Nugraha et al. 2024).

The effectiveness of the Awareness Stage directly impacts the success of the following stages in the customer journey. A successful introduction increases the likelihood of consideration and conversion, as pointed out by Colicev et al. (2017), who emphasize that initial awareness is essential for building lasting relationships with customers and fostering brand loyalty.

To maximize the effectiveness of this phase, various strategies are applicable. Maria et al. (2019) explains that word of mouth (WOM) acts as an initial factor, while brand awareness is the result of this process. WOM can positively increase both brand awareness and brand association, directly influencing consumer perception and brand recognition. Some studies show that electronic word-of-mouth (e-WoM) also has a significant impact on building brand awareness. According Bahri, Pratikto, and Dhewi (2020), the more positive and relevant e-WoM, the more likely it is to increase awareness. Another essential tool for this stage is advertising. Advertising serves as an effective means of communicating products and creating brand recognition in the minds of consumers. In addition, digital marketing strategies, such as search engine optimization (SEO), social media marketing, content marketing and display

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advertising, are highlighted as essential to increasing a brand's visibility. Putri (2021) points out that these actions not only extend reach, but also directly result in greater awareness.

In this way, the Awareness Stage plays a fundamental role in the customer journey, connecting consumers to brands and laying the foundations for future interactions and decisions.

### **2.5.2. Consideration**

The Consideration Stage is the second phase of the customer journey, where potential consumers, already aware of a brand, begin to evaluate its offerings in more detail. At this stage, customers are looking for specific information to help them decide whether the brand can meet their needs. According to Nugraha et al. (2024), this is the phase in which consumers evaluate the various options available and make considerations based on factors such as price, features and evaluations. The main aim is to reduce uncertainty and build trust when deciding between the options available on the market.

The clarity and transparency of the information presented is essential to guide consumers towards a purchasing decision, as highlighted by Morsink (2024). At this stage, the number of options is reduced to a more manageable set, influenced by factors such as brand recognition, perceived quality, and personal preferences. Hauser (2014) reinforces that familiarity with the brand and the perceived value of the product or service are determining factors for inclusion in the consideration set, significantly impacting the likelihood of purchase. Companies that align their offers with these factors increase their chances of being selected.

According to Roberts and Nedungadi (1995), the formation of the consideration set can be understood through three main perspectives: cost-benefit, learning and information processing. The first considers the effort required to include or exclude a brand compared to the expected benefits. The second reflects consumer learning about important choice criteria, while the third

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highlights the cognitive processes involved in filtering and organizing information. Understanding these approaches helps companies align their strategies to be included in consumers' consideration set.

Therefore, the Consideration Stage is a fundamental stage of the customer journey, as it defines the set of options that will be analyzed in depth, directly influencing the final purchase decision. Companies that understand the criteria of this stage can align their strategies to position themselves as the best choice.

### **2.5.3. Purchase**

This is a crucial stage in the Customer Journey map, here potential clients transition (or not) from considering a service to making a formal commitment. Here clients evaluate the value of the service compared to their needs, expectations, and available alternatives (Kotler and Keller 2012). In the Sports Tourism sector, this stage goes beyond just facilitating a transaction, it is also about reinforcing trust, credibility, and satisfaction, these are factors that can impact a possible repetition and long-term loyalty (Grönroos 1997).

As said by Berry (1995), when purchasing event planning or training camp management, customers require transparency and control over the process. The experience must transmit a sense of security, reassuring the client that the service that he is about to purchase is well organized, professional, and trustworthy. Any issue throughout this stage, like price disagreement, reservation process problems or even delays on the responses can create hesitation or even cancellation of the whole transaction, as is highlighted in Zeithaml, Parasuraman, and Berry (1990) research about service quality.

At this stage, providing incentives such as loyalty rewards and discounts can significantly influence the customer's decision. These incentives create a sense of added value and encourage immediate actions (Hallowell 1996).

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Concluding, developing a clear and intuitive booking process, as suggested by Kotler and Keller (2012), means simplifying the customer journey with transparent communication, visual aids, detailed itineraries, and integrated services. Real-time updates and customer support throughout this phase, either with AI tools or by a project manager, can solve issues promptly, ensuring customer satisfaction (Zeithaml et al. 1990).

### **2.5.4. On-Site Experience**

The on-site experience is a critical phase of the customer journey, representing the defining moment where customer expectations, built throughout previous stages, are either met or fall short. Quality service is normally judged by clients based on the actual delivery of the promised service (Grönroos 1984). It is a critical stage to build trust and satisfaction, since clients have directly integrated with the operational capabilities, professionalism, and organizational service standards (Parasuraman, Zeithaml and Berry 1988).

Positive on-site experiences significantly influence customer satisfaction and loyalty. Çevik and Zhang (2024) demonstrated that attentive and professional staff, seamless coordination, and engaging programming leave long-lasting impressions, making it possible repeat participation and customer advocacy. On the other hand, negative experiences, such as disorganized events or unhelpful staff, can lead to dissatisfaction and lead customers to look for alternative providers.

To ensure perfect on-site experience, companies can implement several strategies. First, training event staff to deliver friendly, professional, and attentive service is essential. Regular training programs can improve their ability to interact effectively with customers, solve problems efficiently, and maintain a welcoming atmosphere (Çevik & Zhang, 2024). Staff incentives tied to customer feedback can further encourage high service standards, fostering a culture of continuous improvement.

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Second, leveraging technology can elevate the on-site experience. Mobile apps can provide real-time schedules, push notifications, and navigation aids, ensuring that attendees are well-informed and can navigate events easily (Kaplanidou et al., 2013).

Lastly, having immediate feedback from customers during the event is very important. Feedback kiosks or QR codes placed strategically at the event can encourage customers to share their thoughts instantly (Grönroos, 1984). This real-time feedback allows organizers to address concerns promptly, such as resolving seating complaints or enhancing food services during the event. Offering incentives, such as discounts for future events or free merchandise, can motivate customers to participate in feedback initiatives, providing valuable insights for ongoing improvement.

### **2.5.5. Advocacy**

The advocacy phase is where satisfied customers evolve into promoters of a brand. In the sports tourism sector, it is particularly important, as personal recommendations often play an important part in purchase decisions and at the same time, advocates are one of the most valuable assets for any company, this is because they practice a word-of-mouth marketing and at the same time being cost-effective and very influential (Reichheld 2003).

Testimonials and review shares on social media demonstrate how previous experiences where positive can influence potential clients that highly depend on these to decide on future purchases (Hennig-Thurau et al., 2004)

Lemon and Verhoef (2016) highlight the importance of post-event campaigns in converting satisfied customers into advocates. Personalized follow-ups, such as thank-you messages, event highlight reels, or previews of upcoming events, help maintain the customer's connection to the brand. These communications keep the positive experience fresh in their minds and encourage

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further engagement. Targeted offers, such as early access to tickets or discounts for future bookings, provide additional motivation for customers to continue supporting the brand.

### **3. Methodology**

#### **3.1. Mixed Method Approach**

The empirical aspect of the following approach involves quantitative and qualitative research methods, referred to as mixed methods approach. For the quantitative component, three surveys were conducted to gain customer feedback on O-Sports training camps and events. To complement the survey data, qualitative insights were obtained through two in-depth interviews.

#### **3.2. Surveys and Interviews**

The surveys were conducted over the last 3 months, and it was a process with several steps. We started by brainstorming our ideas on what would be the best approach to gather the best results. We then designed a draft of the surveys to show O-Sports if they agreed, given they were going to be sent to their clients under their name. This collaboration was aimed at enhancing client engagement, making it more likely that clients would participate honestly and with detailed feedback. We believe this was the best approach since our main concern is customer acquisition and retention, having customers' feedback on the service provided, post during and after was necessary and important. Therefore, following a revision of the survey draft, the final survey was emailed to a list of clients O-Sports selected and provided to us with a total of 32 clients.

We elaborated three different surveys, two for specific events that happened: Porto International Cup e Portugal Basketball Festival and the other one for general training camps all of these were held between 2023 and 2024. Even though personalized for each specific context, all

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surveys had the same objective and interpretation with questions being the same to gather the best feedback possible.

The surveys were conducted with Google Forms and sent to the list of clients, yielding an 18/32 response rate. 9 out of 14 clients from the Porto International Cup, 5 out of 12 for the Portugal Basketball Festival and 4 out of 6 for various training camps.

The survey comprised 9 questions offering both single, open-ended and multiple choice.

The two face-to-face casual interviews were with both O-Sports managing partners, Pedro Machado and Francisco Ortigão. We decided to talk to only the two managing partners because it is a small team, with no specific departments defined. Pedro has more information regarding the operational part of the company, providing insights regarding the daily processes and client management. On the other hand, Francisco's interview covered marketing strategies, allowing us to understand the company's approach to customer acquisition and retention.

Their answers have been analyzed to provide context and complement the survey data, offering a fuller understanding of O-Sports' internal strategies and clients interactions.

#### **4. Results and Discussion: Customer Retention**

In the competitive Sports Tourism Industry, O-Sports has a crucial role in **customer retention**, to strengthen their position as one of the strongest companies in the training camps and event organizers in Portugal. This strategic focus is on increasing profit through strong direct connections with clients, promoting loyalty to the brand and ensuring repetition of their services. In the retention phase of the customers' journey, O-Sports must prioritize service excellence, continuous post event follow-ups and loyalty incentives to encourage repeat engagement. For that reason, the second question we had on the survey that was elaborated and sent to various clients that participated in training camps and in events was if after the event happened would they consider using O-Sports services again. This data showed that there is strong customer loyalty of 100% of participants indicating they would use O-Sports services again. This reflects an opportunity to capitalize on existing satisfaction to further strengthen retention strategies. The following question (was connected to whomever answered "yes" in the second question) was regarding what had influenced a willingness to come back and efficient logistical support as well as event organization were key contributors to satisfaction and possible return.

Retention faces several **challenges**, especially when it comes to having loyal customers in such a competitive industry, where customers can simply look for companies with similar service offerings. The fifth question of the survey was regarding the most influential factors in choosing O-Sports over competitors, where data highlights that price, quality of facility and location were the most relevant (**Appendix 3**). Research in tourism and customer behavior, stands out the difficulty in maintaining loyalty considering the vast number of alternatives in the big online market (Liang et al., 2008). However, studies have constantly shown that maintaining existing customers is much more cost-effective than acquiring new ones, highlighting the importance of customer loyalty in the O-Sports business model.

Customer retention is only successful when two fundamental factors are aligned: **customer satisfaction and trust**. Customer satisfaction refers to aligning the customers' expectations with the service delivered, whether customers have a positive or negative experience. Trust is particularly critical in high-valued services, such as in sports tourism, it is basically built through transparent communication, constant service quality and personalized interactions. We felt the need to understand this and in the first survey question participants had to rate several services that O-Sports provide, as we can see from the table where service quality, has an overall rating of 7.9/10, and specific high scores for sports operations (8.4) and sports facilities (8.2) (**Appendix 2**). There is strong customer satisfaction overall. Regarding trust Francisco Ortigão in his interview said that by personalizing services trust is built through their tailored interactions and attentive communication, fostering stronger client relationships. Francisco also emphasized that O-Sports often dedicates the first days of an event to building relationships with clients and ensuring their needs are met, a practice that fosters repeat business. However, the absence of a formal customer feedback system highlights an opportunity to address this gap, ensuring structured follow-ups to strengthen trust and satisfaction.

The integration of the **Customer Lifetime Value (CLV)** is fundamental to structuring a retention strategy for O-Sports. CLV evaluates the total value of a customer over their relationship with the company, guiding their decision and prioritizing resources for high-value clients. For O-Sports this approach can inform targeted retention efforts like personalized packages or exclusive benefits for repeated clients.

Focusing on **satisfaction, trust and CLV**, O-Sports can increase retention, and strengthen customer relations to assure their long-term success in this market. Loyal customers not only generate repeated purchases but also promote the brand through word-of-mouth, which was a key factor of awareness for O-Sports, as mentioned before with 50% of survey respondents showing that recommendations were their first point of contact.

#### **4.1. Customer Relationship Management System (CRM)**

The implementation of a more advanced **CRM** system is an essential strategy if O-Sports wants to improve their customer retention rate. Currently O-Sports uses Ezus, which is considered an efficient alternative, however its capacities are primarily focused on centralizing customers and project data. For a company that needs to focus on growth and retention strategies, there is a need to “upgrade” and for that reason we would suggest the implementation of a more robust program, such as **Zoho CRM**. This CRM offers advanced functionalities to track client’s interaction, collect feedback and establish structured satisfaction metrics, making it a more suitable option at the moment. This transition is suggested because of the need to align the process of O-Sports with their long-term goals of scalability and customer retention. Francisco Ortigão also mentioned in his interview that the current lack of a formal satisfaction survey system limits the ability to gather structured client feedback, which a CRM system like Zoho could address.

Zoho CRM would allow O-Sports to shift their approach from a reactive to a proactive one, taking advantage of data-driven insights to anticipate the need and preferences of their customers. Features like automation for follow-ups, real-time reporting, and client segmentation could address operational challenges by ensuring timely engagement, tracking key metrics, and tailoring interactions to client-specific needs. The ability to gather customer information into actionable formats allows the company to identify trends, follow a customer journey and develop personalized strategies to specific client segments. Also, the CRM will introduce the company’s routine strategies such as post-event follow-ups and loyalty campaigns, which will be very useful and will be mentioned later.

Francisco Ortigão revealed that while O-Sports currently lacks structured retention strategies, the company is open to adapting tools, a CRM to formalize follow-ups and better engage clients’ post-events is the perfect solution.

The implementation of Zoho CRM will position O-Sports to excel in a data-driven industry. Its advanced features to monitor KPIs will give O-Sports the possibility to assess the effectiveness of the retention initiatives and operational efficiency with precision. Metrics such as Customer Lifetime value (CLV), engagement rates and satisfaction levels will help with decision making and the continuous growth of the company.

Leveraging CRM tools shows how AI-powered systems can improve customer retention by always being one step ahead of clients' needs and personalizing experiences, a key advantage for scaling O-Sports' operations.

The use of a more advanced CRM can further streamline and enhance the price personalizing approach. Pedro Machado mentioned that O-Sports' ability to personalize prices and services to individual client needs has been instrumental in retaining clients and securing repeat business. Survey results support this, when asked about Price in question 7 of the survey, 83% of participants rated pricing as "Excellent" or "Good," demonstrating that competitive pricing is a key driver of client loyalty and repeat business (**Appendix 4**).

**Zoho CRM** is a customer relationship management platform developed to help every type of company manage sales, marketing and customer support in only one system. Trustworthy and efficient, it is used by more than 250.000 companies in 180 countries, offering a vast variety of resources to have the best customer engagement and incentive revenue growth. The platform was built to simplify the complex customer management world, connecting tasks such as tracking leads, managing deals, and having all customer information saved in just one place. With this, companies can focus more on fostering relationships with clients and less on administrative challenges.

What stands out with Zoho CRM is the ability to connect companies with clients through different channels, including email, telephone, social media or via live chat. This creates a unique and personalized interaction experience where customers can feel valued and heard,

independently of the chosen communication channel. Zoho CRM also provides real-time reports, allowing companies to understand what is going on and what they need to do to improve and consequently make strategic decisions.

This CRM also offers advanced marketing automation tools, this allows companies to create personalized campaigns, nurture leads and measure their efficiency. The system integrates perfectly with other platforms, making it easier to combine the tools the company already uses. The existence of a mobile app allows the teams to manage client interactions and access data when they need, being in or out of the office.

Zoho CRM competitive advantage is how customizable they are. Companies can adapt to their system with their unique features and workflows, which will lead to time saving and efficiency improvements. For a company like O-Sports, this can include automating post-event follow-ups, tracking loyal clients or even segmenting clients based on their interaction history with the company. All these tools can help companies to become more efficient and improve their overall operations. After analyzing the pricing options for the implementation of the program, we believe the best option for O-Sports would be Zoho CRM with the **Professional Plan**. This plan includes all the features within the Standard and the Professional Plans, plus nine more features to complement the Professional plan (**Appendix 6**).

The most relevant features for O-Sports goals in improving customer retention, managing client relationships effectively and growing operations by maintaining a high-level service are: **Custom fields** (Collect and associate any type of data the company needs inside the CRM. Allows tailoring the CRM to track specific client data, important for personalized service); **Workflows** (Automates repetitive tasks, saving time and improving operational efficiency); **Blueprint** (Essential for mapping and automating business processes, ensuring a consistent and efficient customer journey); **Inventory management** (manage logistical resources); **Validation Rules** (Ensures that client data entered in the system is accurate to have seamless

operations); **Sales Signals** (Interact with customers in real-time with activity notifications across the customer journey). If more advanced functionalities are needed later on, an upgrade to the Enterprise Plan would be recommended. However, for now the Professional Plan is a great option.

#### **4.2. Post-Purchase Campaigns and Engaging Content**

Developing targeted **post-event campaigns** delivering high-quality content in social media are crucial strategies to increase customer retention, engagement and repeated participation in O-Sports services. As mentioned before (based on survey data) previous participants express a willingness to return to O-Sports due to its excellent logistical support and event organization. Leveraging this high satisfaction rate, post-event campaigns can further reinforce positive experiences. A strong social media presence can help increase visibility, as well as being a space where the brand's identity, values and services stand out.

To maintain engagement after an event/training camp, O-Sports must introduce exclusive personalized offers to its previous clients. Such offers could include **registration fee discounts** at future events, **packages** for a few training camps, or limited time **loyalty incentives**.

An essential factor is affordability, teams and clubs will choose a company to work with having prices in mind. The survey told us that price is the most influential factor for clients choosing O-Sports (**Appendix 3**), which can help us understand the importance of integrating cost-saving incentives in post-event campaigns. For that reason, to retain customers, it is fundamental to offer value added benefits without compromising the company.

O-Sports existing clients should be considered for certain exclusive campaigns, the CRM implementation can help to identify and prioritize these loyal clients by tracking participation history and prioritizing them for with personalized offers, this goes along with Hallowell's

(1996) showing emphasis on customer value perception. Cultivating these relationships and offering personalized campaigns is an excellent way to maintain their clients even more loyal.

### **4.3. Social Media Content Strategy**

O-Sports digital platforms, as mentioned above are **Instagram, Facebook, LinkedIn** and their official **website**. These are fundamental to engage with clients, promote their services and most important in this industry, build an identity brand. There is always space for improvement with these digital platforms, creating an impactful online presence that can support new and most importantly current clients.

**Instagram** - After analyzing their Instagram page, we can see that they have a very dynamic platform, showing their services, partnerships and backstage content. We would recommend the use of interactive features, such as quizzes and more stories, to maintain engagement with previous clients and collect feedback. Highlighting reels, for example, showing their services or key events, making them more accessible to their current and future clients.

**Facebook and LinkedIn** – Complementing Instagram, these two platforms (Facebook and LinkedIn) can have a broader role in building a community and offering more specific resources. By creating groups of past clients and potential clients to share and talk about their experiences, providing feedback and staying up to date with events happening.

**Website** – Regarding their website, we can see that it is already strong, offering a lot of information concerning their services which is essential, since it is their main booking place. However, the company could benefit from an integrated client chat that offers FAQs, service overviews and a Storytelling area.

#### **4.4. Storytelling**

One of the most powerful ways to connect with people in the current days is through storytelling. People are naturally attracted by stories, preferring them to, for example, numbers. Stories can create feelings and emotions which lead to trust, making the brand more trustworthy. Stories have a unique ability to simplify communication and create emotional bonds, making them much more impactful than standard promotional content.

Survey feedback on the event experiences and personal mentions of staff members like **Francisco Ortigão** indicate that clients already have positive narratives about their experiences with O-Sports. These narratives could be integrated into digital campaigns through testimonials, event highlights, and short video stories shared on platforms like Instagram and LinkedIn and especially on their **website**. For instance, highlighting a team's successful training camp or sharing a coach's perspective on O-Sports' exceptional organization can build emotional connections. Such storytelling not only personalizes the brand but also appeals to potential clients by showcasing real-world success stories. Transforming their feedback into storytelling campaigns can amplify these voices and create emotional connections that can increase their loyalty to the brand.

The team having knowledge and practice in various sports can also share their experiences and what they can add to certain training camps and events, for example with Pedro Machado's interview we got to know his background in lacrosse, this can be an opportunity showcasing O-Sports' niche expertise and appeal to a broader audience with storytelling of previous events and personal added value.

This is an excellent strategy for O-Sports, not only to show the experience they offer as well as the perspective from the point of few of their clients. Converting their services into narratives that stand out their impact can bring a lot of light to the company. These moments are not only narratives, but they are emotional connections that can attract potential clients. The emotional

connections created through storytelling promote trust and transform interactions with the brand in relationships (Grönroos 1994). O-Sports should encourage their clients to share their experiences and unique moments, how they felt throughout the whole process, the challenges they came up with and the rapid solutions found.

By creating a dedicated space on their website O-Sports can highlight clients Storytelling. This space can include testimonials, photographs and videos that can highlight the overall service provided and the meaningful experiences clients had as well as adding value to the company.

The benefits of this strategy are building an authentic and trustworthy brand that goes beyond just a service provider. Regarding **Retention**, storytelling promotes a sense of community since clients are included and recognized as a part of the O-Sports family.

There can be some potential challenges, negative content or misleading content can negatively impact the company, for that reason O-Sports must establish clear guidelines for the stories shared to make sure everything aligns with their values and mission. Another challenge would be to encourage clients to share their stories, for this, incentives such as discounts or public recognition can help break this wall.

#### **4.5. Customer Loyalty Program**

Loyalty programs can deepen emotional loyalty by creating a sense of exclusivity and connection with a brand (Nusier, 2016). These programs encourage clients to remain committed with a brand, demonstrating trust and reducing the possibility of exploring competition. Survey Question three revealed that logistical ease, good service, and competitive pricing were key reasons for repeat business, reinforcing the value of exclusive loyalty incentives for retaining high-value clients. Changes like these, of transforming a short-term client to an engaged long-term one, reflect the modern principles of relationship marketing, empathizing profit through sustained relationships with clients.

The main objective of these loyalty programs is to strengthen the relationship with clients by rewarding repeated engagement and creating a sense of community towards the brand. By offering personalized incentives and exclusive experiences, O-Sports can increase clients' loyalty and consequently establish emotional bonds with them. As Francisco Ortigão said "Personal engagement and tailored solutions have been pivotal in retaining clients". A loyalty program could formalize this approach by offering exclusive experiences such as customized training plans or behind-the-scenes event access as rewards for frequent participants.

Clients would accumulate points by for example participating in events, recommending O-Sports to other teams, or even interacting with the company's social media. These activities would be tracked by the CRM ensuring transparency and accuracy. Points would be redeemed to exclusive rewards.

This strategy would build value for their clients and a sense of appreciation and trust. With survey data indicating that 50% of clients discovered O-Sports through word-of-mouth (**Appendix 5**), the loyalty program could include referral-based incentives. Points earned for referring to new clients would not only reward existing clients but also encourage organic growth through trusted recommendations.

Both interviews revealed a gap in formal retention strategies, particularly in post-event follow-ups and structured feedback. The loyalty program could address this by integrating automated post-event surveys through the CRM, rewarding clients for their insights with loyalty points.

Also, this program would only be accessible to loyal clients. This way, repeating clients feel prioritized and rewarded by their commitment to O-Sports. With CRM, O-Sports can easily identify these clients and offer them unique personalized benefits. The CRM system could analyze client history and engagement patterns to customize rewards. For example, teams participating in multiple events could receive bundled discounts or priority booking for high-demand periods, ensuring that rewards align closely with client preferences and behaviors.

The loyalty program aims to promote strong connections between clients, making them feel valorized and aligned with the company. Customer retention and loyalty can increase with personalized rewards and exclusive opportunities. By creating a loyalty program that emphasizes exclusivity and personalized value, O-Sports can differentiate itself within the competitive sports tourism market, building a brand identity associated with superior customer care and long-term relationships.

This strategy will ensure long-term relationships and at the same time position O-Sports as a trustworthy and respectful company.

#### **4.6. Key Performance Indicators (KPIs)**

To guarantee success, with the implementation of the CRM and the customer retention strategies, O-Sports should monitor important KPIs.

Monitoring **average response time** would be essential for customer support, a good metric to measure the efficiency of the team and the ability to address clients' needs. Regarding **email engagement metrics**, like open rates, click-through rates, and conversion rates, will allow O-Sports to understand if their marketing campaigns are effective, helping if needed to redefine any communication strategy to better improve their customer experience. Of course, **Customer Retention rates** will show the ability to maintain long-term relationships as well as the return of inactive clients.

Post-Event campaigns also need KPIs focused mainly on customers satisfaction and the business impact. **Customer satisfaction scores, Client Feedback, Average Price, and Cross-Selling rates** will be necessary metric. If there happens to be a big drop in post-purchase questions, O-Sports can understand that customers feel informed and well-supported contributing to the overall satisfaction and loyalty. This will allow an overall knowledge of whether the company has prioritized the client's needs after they have completed the service.

Looking into the Loyalty Program, it is important to monitor closely the **engagement metrics** since these will tell us the about the program's effectiveness as in how well customers are responding and participating. Also particularly important to analyse would be **CLV** (customer lifetime value) and satisfaction among the most loyal customers, since it will measure the long-term value that these customers bring to the company and overall satisfaction level. **Customer Feedback and sentimental analysis KPIs** can provide O-Sports with what is the customers gained perceptions gathering practical insights and continuous improvement.

Lastly, O-Sports should also analyse **social media engagement metrics** such as likes, shares and comments as well as website traffic to loyalty related content which can measure the reach they have and its effectiveness.

#### **4.7. Costs of Implementation**

Implementing the previously proposed strategies will involve certain cost implications. Transitioning to Zoho CRM will represent a strategic investment in operational efficiency and long-term cost saving. By consolidating various functionalities on only one platform the company reduces its third-person dependency and associated costs. This would be the first big investment, since the Professional Plan costs 32 euros per month, which would end up being an annual cost of 1.380 euros and we believe it is the best option for O-Sports. This plan offers an ideal balance between resources and functionality that we believe aligns the best with O-Sport's needs, allowing them to focus on managing their relationships with clients, improving engagement and supporting the company's growth.

**5. Customer Journey**

Customer Journey Map is a concept that describes the interactions between consumers and companies over time, from the initial moment of awareness of an offer to the purchase and the establishment of long-term relationships.

After analyzing different approaches in the literature, the structure of five main stages was chosen: Awareness, Consideration, Purchase, On-Site Experience and Advocacy. This approach allows for a more detailed and practical view, covering everything from initial consumer awareness to brand loyalty and recommendation, making it easier to apply in the context of O-Sports.

**5.1. Post-Purchase**

**Purchase**

Purchase	
<b>Goal</b>	Simplify the booking process with seamless event management options
<b>Customer Action</b>	Clients finalize the event booking through a clear process, confident in the logistics and pricing offered
<b>O-Sports Action</b>	Integrate Zoho CRM to track booking journey and automate follow-ups
	CRM - identify potential customers to upsell complementary services
	Website - portal allowing users to review packages, timelines and costs
	Promotional discounts and Loyalty rewards (points for referrals and repeating bookings)
	Responsive customer supports - addressing last minute questions/requests

*Table 1 - Purchase Stage*

Bearing in mind the services O-Sports provide (training camps and event management), that demand a very personalized and planned logistic, it is particularly important to communicate very clearly the overall idea. With clearly structured packages and most importantly, transparent pricing, to make sure the client experience is seamless and positive.

Analyzing the survey conducted, we see that transparent pricing and logistical support were among the most appreciated aspects of O-Sports services. This goes along with the literature

suggesting that transparency and trust in the purchase phase are critical to have customer confidence (Berry, 1995).

O-Sports can introduce with Zoho CRM, the structured booking process to ensure all service details, costs and the next steps are communicated promptly and accurately as highlighted in Zeithaml et al. (1990). Real-time updates provided by CRM tools and inclusion of incentives such as loyalty reward for early bookings (Hallowell 1996) can improve the purchasing experience, encouraging commitment so that clients have no hesitation throughout the process. If O-Sports focusses on transmitting clear, organized, and value-added communication of its services, the company can build trust and ensure a long-term relationship, at a very important early stage of the customer journey.

### On-Site Experience

On-Site Experience	
<b>Goal</b>	Deliver a flawless event or training camp experience
<b>Customer Action</b>	Clients participate and experiences O-Sports excellent service and seamless execution
<b>O-Sports Action</b>	Organize value-added experience
	Assign dedicated on-site managers to ensure good operations and handle last-minute adjustments
	Collect feedback during the event to assess satisfaction and areas of improvement
	CRM - to monitor real-time client feedback and address any issue straightaway
	Capture moments and testimonials to share on social media, reinforcing brand credibility

Table 2 - On-site Experience Stage

On-Site Experience is the demonstration of the company’s services and value proposition, it is essential that everything goes perfectly well in every area including logistics, professionalism and overall service. With the support of the CRM system, O-Sports will have the necessary tools to collect feedback in real-time and problem-solving tools to make sure any potential issue is solved in the best and most immediate way possible, reducing the risk of unsatisfied clients. The survey indicated high satisfaction with sports services and overall operations, with an average of 8.3/10 (**Appendix 2**). Service quality during this stage is evaluated based on the alignment between expectations and actual delivery.

By focusing on delivering a memorable and flawless experience O-Sports can solidify their reputation of being a dependable partner in any type of service offered. It is a very important stage for overall customer retention strategies.

### Advocacy

Advocacy	
<b>Goal</b>	Convert satisfied clients into loyal advocates and repeat customers
<b>Customer Action</b>	Share positive feedback, recommend O-Sports to others and consider for future participations
<b>O-Sports Action</b>	Nurture relationships through post-event campaigns - personalized emails, surveys
	Encourage satisfied customers to leave reviews/ share their experience online
	Use social media platforms to celebrate clients stories and storytelling
	CRM insights can track advocacy behaviour - target reengagement campaigns for the loyal clients
	Loyalty Program (CRM) to reward repeated clients as well as referrals with special rewards

Table 3 - Advocacy Stage

Lastly, we have the Advocacy Stage, which is the most rewarding phase of the customer journey map. Here clients promote the organization by recommending and wanting to repeat business. The survey results indicated that 50% of clients discovered O-Sports through recommendations, underscoring the value of word-of-mouth advocacy (**Appendix 5**). Introducing loyalty programs that reward advocacy, such as referral bonuses or exclusive access to premium services, can reinforce client engagement and encourage repeated business.

Post-event campaigns, as highlighted in the **customer retention strategies**, also play a vital role. Sharing personalized event highlights or thank-you messages, as well as exclusive discounts for future events, maintains the customer’s connection with the brand and ensures loyalty. This not only increases Customer Lifetime Value but also positions O-Sports as a trusted leader in the Sports Tourism sector

## **6. Thesis Limitations**

While this thesis provides a detailed analysis and valuable recommendations for O-Sports, it is not without limitations, these are primarily from the available resources, data and the overall organizational structure of the company.

One significant limitation was the sample size of the survey. The response rate was 56% of a very small list provided by O-Sports. This data collection limitation made it difficult to access clients given the fact that the company was concerned that former clients wouldn't engage, reinforcing the core problem, which was that there is very little relationship management with clients after their experience. Also, by working a lot with B2B agency partners, which represent a big part of their clients' list, communication is limited since they cannot contact them directly.

As a company, O-Sports is very small with only six team members and no fixed departments, such as a dedicated marketing team and some aspects of the company's operations lacked a formal process. This made it challenging to develop data-driven strategies and recommendations with high specificity. Additionally, the absence of a structured feedback data limited the ability to conduct an analysis of client trends and satisfaction over time.

Another factor worth mentioning, we tried "mystery shopping" with their direct rival companies however this was not successful, making it difficult for us to have a deeper understanding of the industry.

Despite these limitations, the strategies presented provide a strong Foundation for O-Sports to refine their operations, improve customer acquisition and Retention and grow their business.

## 7. Conclusions and Recommendations for the Future

This study successfully responds to the main question of Which Hospitality Strategies should be applied to Sports Tourism to ensure Customer Loyalty, more specifically by producing recommendations to improve Client Acquisition and Retention. This was based on a comprehensive literature review about the Sports Tourism Industry, but also about Experience Marketing, Customer Acquisition and Retention and lastly Customer Journey. We complemented ourselves with surveys conducted with O-Sports clients to gain feedback and with interviews with members of the team as well. We have developed a robust set of strategies to improve O-Sports' client acquisition and retention initiatives. These strategies are designed to align with industry trends, customer expectations, and the company's growth objectives

To improve **client acquisition**, the strategies suggested for O-Sports include strengthening referral marketing, improving SEO, improving content marketing, implementing SEM campaigns through Google Ads, and adopting marketing automation tools. These initiatives aim to increase visibility, attract new customers and optimize acquisition processes, ensuring greater efficiency.

Retention strategies center around creating long-term value for clients by having personalized service, consistent engagement, and emotional connections. Key recommendation would be implementation of a robust CRM system (Zoho CRM). The introduction of the rest of the suggestions, post-event campaigns, loyalty programs and storytelling are critical strategies to retain high-value clients. are essential for maintaining client engagement.

The customer journey map provides a structured approach to understanding and optimizing client interactions at every stage of engagement. For O-Sports, this means mapping the journey across the pre-purchase and post-purchase stages, ensuring a seamless and satisfying experience at each touchpoint.

## Group Part

**Both Pedro and Francisco** acknowledged the rapid growth O-Sports has experienced in the past two years, which has led to some organizational challenges. Despite these issues, the company remains committed to maintaining high service standards and close client relationships, which have been crucial in its success.

In summary, this study demonstrates how O-Sports can strengthen its competitive position by implementing comprehensive acquisition and retention strategies while optimizing the customer journey.

The strategies suggested offer O-Sports a path to both short-term and long-term success, given the difficulties in personalization and increasing operations. O-Sports is in a strong position to grow its client base and earnings as well as continuing to grow in this industry for years to come by adopting modern marketing strategies, improving digital capabilities, and emphasizing customer-centric approaches.

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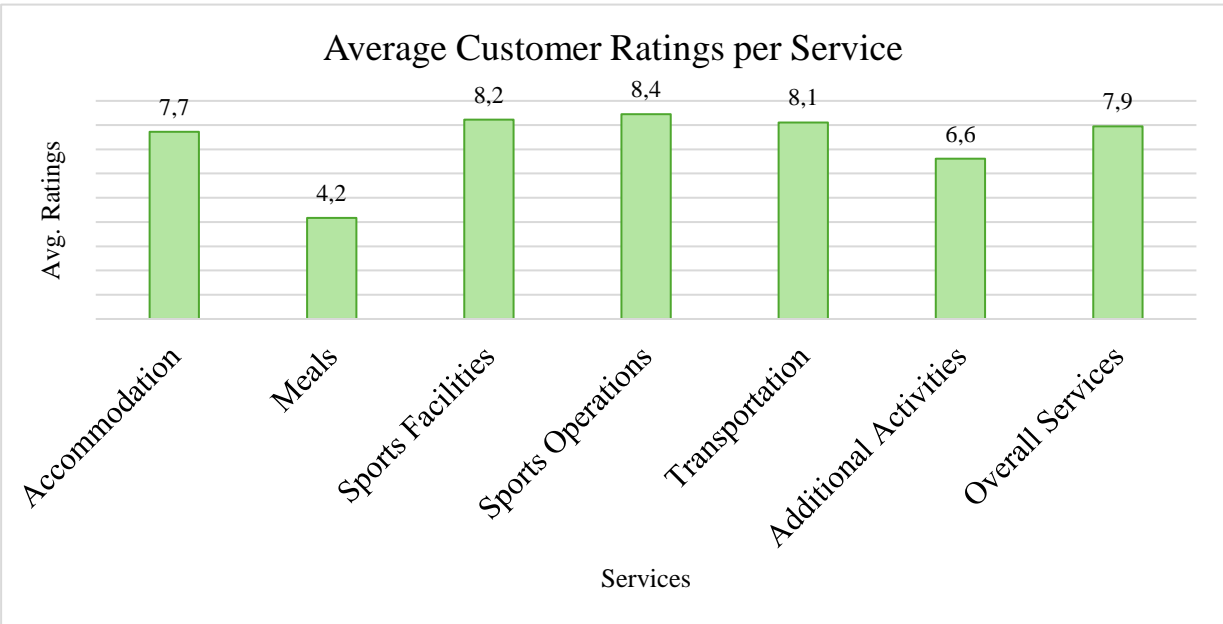
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9. Appendix

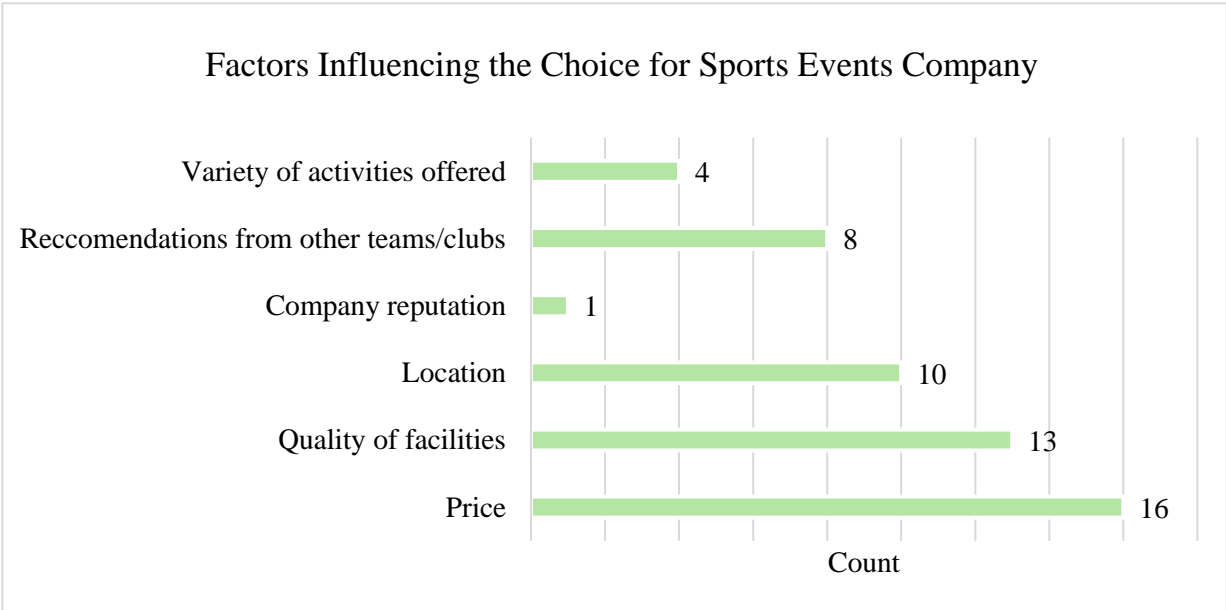
Appendix 1: Description of O-Sports Services. Source: O-Sports Website

Service	Description	Target
Sports Events	Customized sports tours connecting teams with world-class facilities and competitions, providing different playing styles, cultures and levels. All logistics are managed	Teams seeking international experience and improve team dynamics
Training Camps	High-quality practice sessions for teams of all levels, with support including facility booking, transportation, accommodation, scheduling and specialised coaching.	Teams looking for supportive environment for high-quality practice sessions
Corporate	Corporate sports events and team-building activities. Personalized tournaments, workshops and other activities to foster team spirit	Corporate clients aiming to strengthen team spirit through sport experiences

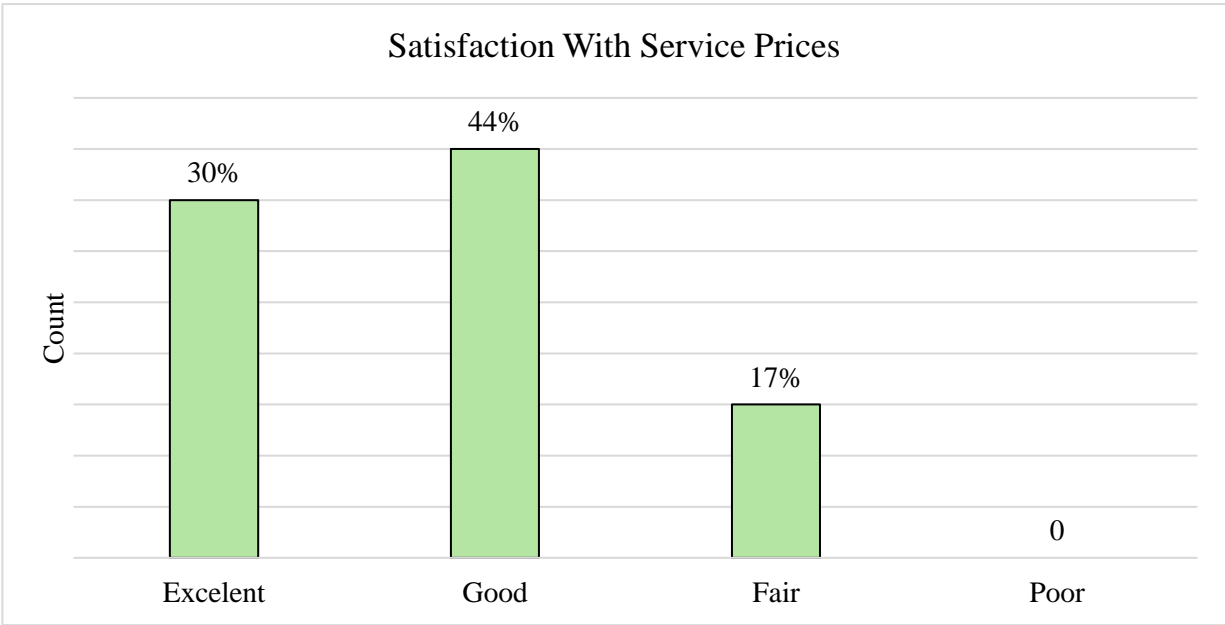
Appendix 2: Survey Data – Average Customer Ratings per Service. Source: own analysis



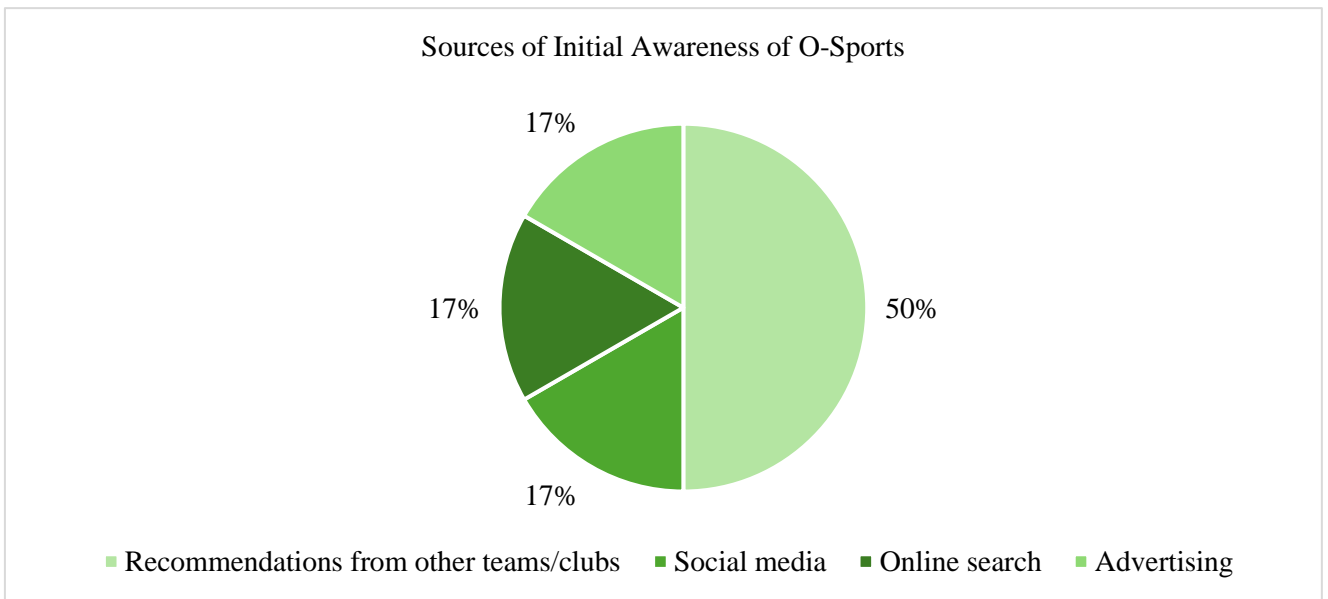
**Appendix 3:** Survey Data – Factors Influencing the Choice for Sports Events Company. Source: own analysis



**Appendix 4:** Survey Data – Satisfaction with Prices. Source: own analysis



**Appendix 5:** Survey Data – Sources of Initial Awareness of O-Sports. Sources: own analysis



**Appendix 6:** Zoho CRM pricing plan. Sources: Zoho CRM website

## Standard

Features List ⊖

€ **14**  
/user/month billed annually

[START FREE TRIAL](#)

All the essentials:

- ✓ Mass email
- ✓ Sales forecasting
- ✓ Office 365 integration
- ✓ Custom fields
- ✓ Custom reports
- ✓ Google Calendar sync
- ✓ Workflows
- ✓ Canvas
- ✓ Zoho Marketplace

## Professional

Features List ⊖

€ **23**  
/user/month billed annually

[START FREE TRIAL](#)

Everything in Standard +

- ✓ Blueprint
- ✓ Inventory management
- ✓ Validation rules
- ✓ CPQ
- ✓ Webhooks
- ✓ Lookup fields
- ✓ SalesSignals
- ✓ Assignment rules
- ✓ Google Ads integration