

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 ACQUISITION AND PRE-  
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 Acquisition, Customer Retention, Customer Loyalty, Marketing Strategies, Customer Relationship Management, Customer Journey, Hospitality, Event Management, Digital Marketing, Social Media Marketing, Word-of-mouth, Loyalty Programs, Personalized Services, 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 Acquisition

O-Sports' **acquisition strategies** should focus on both existing channels and new opportunities that maximize visibility and attract new customers. Currently, O-Sports uses a combination of strategies such as SEO optimization, social media advertising, partnerships, and direct approaches to attract customers. However, the competitive context and changes in target audience behavior require the evolution and refinement of these practices, as well as the adoption of new approaches to increase reach and conversion rates.

As renowned author and marketing consultant Philip Kotler has highlighted, “the best advertising is done by satisfied customers.” This statement reflects a fundamental principle: happy customers not only return, but also become brand promoters, recommending the services to others. For O-Sports, this is particularly relevant since, as we saw earlier, the analysis of the data collected in the survey showed that recommendations are currently the most effective source of customer acquisition. However, there are areas with great potential for growth, such as strengthening digital presence and using automation tools.

A critical aspect for evaluating the efficiency of acquisition strategies is the **Customer Acquisition Cost (CAC)**, which reflects the average cost of acquiring a customer O-Sports needs to balance investments in marketing and partnerships with the return obtained per customer. The aim is not only to reduce the CAC, but also to ensure that it is aligned with the **Customer Lifetime Value (CLV)**, maximizing the return on investment in each channel.

To structure the acquisition strategies effectively, a categorization was made into three main areas: **Strengthen, Improve, and Implement**. The table below provides a brief definition of

each category along with the channels that fall under them, setting the stage for a detailed discussion of each strategy.

Category	Definition	Channels
<b>Strengthen</b>	Consolidate already successful strategies, expanding their reach and impact	Referrals (Partnerships and WOM)
<b>Improve</b>	Optimize existing strategies that show room for growth and increased efficiency	SEO, Content Marketing
<b>Implement</b>	Introduce new strategies to expand client acquisition and reach new markets	SEM, Marketing Automation

Table 1 - Customer Acquisition - Strengthen; Improve; Implement

#### 4.1.1. Strengthen Referrals

**Referrals**, in the context of O-Sports, encompass both formal referrals partnerships with businesses and organic recommendations from satisfied clients. These channels leverage external networks to attract new customers, either through structured agreements or naturally occurring endorsements. As we've seen before, **organic WOM** (word-of-mouth) plays a key role in customer acquisition, especially in the tourism sector. **Referrals partnerships** are a type of WOM marketing in which companies reward customers for bringing in new ones. Together, they form a powerful strategy for client acquisition.

O-Sports effectively combines organic and formal referral strategies to expand its client base. This approach aligns with the findings of the survey. In question 9th of the survey, customers were asked “How did you first hear about O-Sports?”. According to respondents, recommendations are the main discovery method for O-Sports, cited by 50% of participants. This not only proves that WOM is already an effective method, but also highlights its potential to continue to significantly improve customer acquisition (**Appendix 5**). The company collaborates with international sports agencies, often acting as a service provider in Portugal

and Spain. These agencies then repackage and resell O-Sports' services to end clients, operating on a commission-based system. This mutually beneficial model fosters strong partnerships while expanding O-Sports' reach in new markets. To further enhance this process, O-Sports takes a proactive approach by identifying potential B2B clients at international sports and tourism fairs, fostering new partnerships and business opportunities. Additionally, O-Sports benefits from organic WOM referrals, especially from clubs and teams who have previously used its services, as we have seen before. These satisfied clients often recommend O-Sports to others, creating a natural pipeline for potential customers.

While the current approach has proven effective, there is potential to formalize the referral process for direct clients. Developing a structured referral program could encourage more proactive recommendations by offering incentives to satisfied clients. For example, O-Sports could offer discounts on future bookings or exclusive advantages, such as priority access to events or training slots, to clients who refer others. This approach would strengthen the existing WOM process while creating a more consistent and referral channel.

#### **4.1.2. Improve SEO and Content Marketing**

**Search engine optimization (SEO)** is a key element of O-Sports' strategy to attract organic traffic to its website. As we already know, people who use search engines are more inclined to trust links that appear on the first page of search results, especially those that include reviews, ratings, or opinions. Since users tend to trust these results more than those on subsequent pages, it is important to hold a top position in the search rankings to improve a website's visibility and credibility.

The company has already implemented some fundamental practices to improve its online visibility. One of these practices is the **use of relevant yet simple keywords**. O-Sports targets terms such as “training camps”, “sporting events” and specific words such as “basketball” and

“football” to ensure that its website appears in search engine results for these queries. In addition, the company operates a **multilingual website**, offering content in English, French and Portuguese. In the interview, Francisco Ortigão also emphasized the importance of this multilingual approach that allows O-Sports to cater to a wider audience and capture potential customers searching in different languages.

While current SEO practices have established a foundation, there are areas where O-Sports can improve to increase their visibility and attract higher quality potential customers. To capture users' specific intentions, O-Sports should **expand its keyword strategy**. Firstly, the company could include **long-tail keywords**, which are more specific and often have less competition. For example, terms such as “basketball training camps in Europe” or “personalized sports events in Portugal” can help the website attract users looking for highly specific offers. When selecting keywords, it can be valuable to consider also potential **variations that include common typos** or spelling errors made by customers. These mistakes can provide opportunities to capture additional traffic. For example, users might search for “trainig canps” instead of “training camps”.

Also, regularly **publishing valuable content** on the website can improve search engine rankings by targeting specific keywords, increasing organic traffic, and strengthen O-Sports' authority in the sports events niche. O-Sports could create a blog within the site itself with articles such as “Top destinations for sports training camps in Europe” “How to plan the perfect training camp” or even stories and news from O-Sports events. In these articles, internal links could be added to direct readers to the main O-Sports service pages, guiding users to more specific content.

**Content Marketing** is an essential part of O-Sports' strategy to engage with potential clients and promote its events. Content marketing plays a major role in customer acquisition. By creating valuable content, companies can attract and involve potential customers.

The company utilizes various social media platforms, like Instagram, Facebook and LinkedIn, as highlighted in the interview with Francisco Ortigão. These platforms help build credibility, expand the follower base, and increase engagement with target audiences. O-Sports manages accounts not only for O-Sports as a brand but also for specific events, tailoring content to the target audiences of these platforms. The company has profiles for the Portugal Basketball Festival and the Porto International Cup in addition to its primary O-Sports profiles. Platforms include Instagram, Facebook, and LinkedIn, with each serving a different purpose: Instagram and Facebook are used for both O-Sports and event-specific accounts, focusing on visual storytelling and promotions. However, Facebook is seeing reduced engagement compared to Instagram. LinkedIn is reserved for more strategic content, targeting professionals and organizations within the sports sector.

In addition to supporting SEO objectives, **creating website content** is an opportunity of O-Sports' content marketing strategy. The blog articles mentioned in the SEO section not only help drive organic traffic, but also serve to establish O-Sports as an authority in the sports events niche. By sharing ideas, stories and news from O-Sports events, this approach fosters deeper connections with the audience, builds brand credibility and keeps users engaged.

O-Sports leverages dynamic content formats on Instagram, Facebook, and LinkedIn to engage targeted audiences. However, Francisco highlighted the **need for regular posting** and **more creative strategies**, especially on platforms like Instagram, to boost engagement. Dynamic content formats are highly prioritized by platforms like Instagram, making them essential for increasing visibility and engagement. Instagram Reels, for example, are favored by the platform's algorithm and often reach broader audiences compared to regular posts. O-Sports already utilizes Instagram Reels as part of its content strategy, but the posting frequency lacks regularity, and the content itself is not highly engaging. Currently, most reels consist of simple

photographs or event highlights, which do not fully leverage the platform's potential. Instagram Reels are a powerful tool for increasing engagement and organic reach, as the algorithm is designed to ensure that each user receives recommendations that they are likely to enjoy. To **increase the effectiveness of Reels**, O-Sports can diversify the types of content published, such as behind-the-scenes images to show the planning and preparation of events and humanize the brand, or customer testimonials, in which O-Sports can present short clips of teams or participants sharing their positive experiences with the company.

Additionally, **enhancing LinkedIn profile** provides an excellent opportunity to connect with B2B audiences. Sharing posts that highlight successful events can be complemented with statistics and testimonials to showcase the O-Sports experience and build credibility with potential partners.

O-Sports currently lacks a presence on TikTok, one of the most widely used social media platforms today. Given its powerful algorithm and ability to reach a vast and diverse audience, **creating a TikTok account** would be a valuable addition to the company's digital strategy. TikTok excels at promoting engaging and creative short-form video content, making it an ideal platform to complement Instagram Reels. The type of content shared on TikTok could be the same strategy for Instagram Reels. This approach would not require significant additional effort, as the same videos could be repurposed for both platforms. By doing so, O-Sports could maximize its content's reach and engage with a more digitally active audience, thus increasing brand visibility and potential client acquisition.

To help create content more regularly and in an organized way, O-Sports should **create a monthly content calendar** for its main profile and event-specific accounts, ensuring alignment with important dates such as event registration deadlines. The content on each platform should be tailored to its audience, while maintaining a unified brand voice. Consistent publication across all platforms is crucial to maintaining visibility and engagement.

#### 4.1.3. Implement SEM and Marketing Automation

**Search engine marketing (SEM)** refers to paid strategies designed to generate traffic, leads and sales through search engines such as Google and Yahoo. Google ads are important for companies to maximize their audience reach and thus acquire new customers. **Implementing Google Ads** can be a powerful tool for O-Sports to increase visibility and attract high-level potential customers by targeting users who are actively looking for services such as training camps and sporting events. Unlike SEO, which can take time to generate results, Google Ads offers immediate exposure.

To maximize the effectiveness of Google Ads, O-Sports should focus on **creating personalized ad campaigns**. This includes writing ad text that highlights unique selling propositions, such as “Outstanding partnerships” or “Personalized training experiences”. Using ad extensions can provide additional information, such as direct links to specific event pages or contact numbers, which improves the user’s experience and encourages engagement. In addition, O-Sports should take advantage of **retargeting** to re-engage visitors who interacted with the ads but didn't convert. This can be achieved by offering promotions or reminders to encourage users to finalize the booking.

Marketing automation can be an effective strategy for facilitating customer acquisition. By **implementing marketing automation**, a company can delegate repetitive and time-consuming tasks to automated systems, freeing up time to focus on other more strategic activities. The efficiency of this process allows companies to intensify their customer acquisition efforts.

In the interview, Francisco told us that O-sports also uses a more direct channel, hard selling, which involves searching for teams and clubs in a certain area and presenting the services and events they have. Marketing automation can simplify and enhance O-Sports' direct outreach efforts by streamlining the process of identifying and contacting teams and clubs in specific

regions. Instead of manually searching for potential leads, automation tools can help O-Sports efficiently compile and manage contact lists while delivering personalized communication.

Through automation, O-Sports can create a workflow that begins by collecting data on teams and clubs based on predefined criteria, such as location, sport, and size. This data can be used to segment leads into targeted lists. Automated emails can then be sent to introduce O-Sports' services and events, tailored to the specific needs of each recipient. For example, a team that practices Basketball could receive a personalized email highlighting o-sports event in basketball (Portugal Basketball Festival), with details and a call to action, encouraging them to make an appointment or request more information. Automation tools can also track recipient engagement, such as email opens or clicks, and notify the sales team when a lead shows interest. This allows O-Sports to prioritize follow-ups with high-potential leads, making phone calls and presentations more effective and timely. By automating these repetitive tasks, O-Sports can focus its resources on building relationships and closing deals, ensuring a more efficient and direct outreach process.

Marketing automation can be implemented through a CRM platform, which will be discussed further in the retention strategies section. This integration creates a seamless connection between acquisition and retention strategies, enhancing overall efficiency.

#### **4.1.4. Key Performance Indicators for Acquisition Strategies**

To evaluate the effectiveness of O-Sports' acquisition strategies, specific Key Performance Indicators (KPIs) have been established for each channel. These metrics provide a comprehensive framework for assessing performance, identifying areas for improvement, and optimizing resource allocation.

KPIs for referrals include the **number of new clients acquired through referrals**, the and the **total revenue generated by referral partnerships**.

For SEO, keyword strategy plays a crucial role in increasing the visibility of O-Sports' services. Metrics such as and **click-through rates (CTR)**, **keyword ranking** progress for terms like “training camps Portugal” and the volume of **organic traffic** generated by specific keywords help measure the success of these efforts.

In content marketing, Instagram Reels function as a dynamic tool for engaging audiences. Metrics include the **number of views** and **levels of engagement**, such as likes, comments, shares, and **number of followers growth**. For TikTok, the KPIs would align closely with those for Instagram Reels. Similarly, LinkedIn posts are analyzed based on **post impressions**, **engagement rates** and the **number of new connections** or **inquiries generated**.

Search engine marketing (SEM), especially through Google Ads, focuses on personalized ad campaigns and retargeting strategies. Personalized campaigns are measured using metrics such as **cost per click (CPC)**, **return-on-ad spend (ROAS)**, **ad impressions** and **click-through rates (CTR)**. Retargeting efforts aim to re-engage users who have previously visited the O-Sports website, with key metrics including the **conversion rate of retargeting campaigns** and the **increase in the number of visitors returning to the website**.

Finally, marketing automation improves O-Sports' ability to optimize workflows and improve communication with potential customers. Metrics include **email open rates**, **click-through rates** and the **conversion rate** of prospects into customers generated through automated workflows. In addition, marketing automation is evaluated by measuring the **average response time** reduced through automated follow-ups, ensuring timely and efficient outreach.

#### **4.1.5. Cost of Implementation**

The cost of implementing the proposed acquisition strategies for O-Sports varies depending on the resources required from each approach.

The **Referrals** strategy does not involve any additional costs, as it is based on the model of offering incentives for partnerships with direct clients.

For **SEO**, the implementation is expected to involve minimal costs by leveraging existing resources. The keyword strategy will not incur additional costs, as the current team can handle the implementation of long-tail keywords. However, creating content such as articles and news for the website may require additional investment. These articles can be written by someone within the company, which does not increase the cost. Or by someone hired by the company for this service. Assuming that the estimated cost of a 500-word article could be between €25 and €100 per article. With a plan to publish 3-5 articles per month, the total monthly cost for content creation is projected at between €75 and €500 per month.

For **Content marketing**, no significant additional costs are anticipated, as these activities will be incorporated into the existing workload of the freelancer managing social media. Tasks such as improving Instagram Reels and LinkedIn posts and publishing on TikTok will be handled within the freelancer's current contract, and the content calendar can be managed using free or already available tools. Consequently, the total monthly estimate for content marketing is €0, assuming there is no need to expand the freelance contract.

The **Search Engine Marketing (SEM)** strategy, specifically through Google Ads, is projected to incur variable costs depending on the scale of implementation. The bid for CPC (Cost Per Click) is estimated at €1.00, with an initial campaign budget of €10 per day, totaling approximately €300 per month. In the long term, this budget could increase to €1,000 per month

to maximize reach and impact. At present, there is no expenditure on Google Ads, but the projected costs for implementation range from €300 per month initially to €1,000 per month as campaigns scale.

Lastly, **Marketing automation** will be implemented using the CRM platform proposed in the retention strategies section. As automation processes will be integrated into the CRM, no significant additional costs are expected beyond those already outlined for the platform's setup and subscription, which will be explored further below. This approach ensures consistency between acquisition and retention strategies while maintaining cost efficiency.

The total costs for implementing acquisition strategies vary between €375 and €800 per month initially, considering SEO (content production) and SEM (Google Ads). In the long term, costs can rise to up to €1,500 per month as the Google Ads budget expands. The other strategies do not generate significant additional costs.

## 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. Pre-Purchase

#### Awareness

Awareness	
<b>Goal</b>	Attract organizations, corporations and teams looking to host/participate in sports events or training camps
<b>Customer Action</b>	Customers become aware of O-Sports through online marketing, WoM, or partnerships
<b>O-Sports Action</b>	Use Instagram, Facebook, LinkedIn and Tiktok to share visual content about events
	Conduct paid campaigns on social media to reach targeted audiences
	Leverage partnerships with international agencies to promote events
	Implement SEO strategies, targeting keywords to drive organic traffic to the website
	Launch Google Ads campaigns (SEM) to target users actively searching for sports events and training camps

Table 2 - Awareness Stage

The Awareness Stage is where O-Sports aims to capture attention and introduce its brand to potential clients. This stage is crucial for building initial interest and sets the foundation for future client engagement and conversions.

Word-of-mouth (WOM) has emerged as a key acquisition strategy for O-Sports, with survey results showing that 50% of respondents discovered the company through recommendations from other teams or clubs (**Appendix 5**). WOM is particularly effective in the sports tourism sector, where trust and credibility are vital, as emphasized by Javits (2019). However, while WOM has proven to be successful, the survey results also highlight room for growth in online marketing efforts such as social media, SEO and paid advertising.

O-Sports uses platforms such as Instagram, Facebook and LinkedIn to share visual content and promote its services. Social media accounts for 17% of customer discovery, according to the survey responses (**Appendix 5**), demonstrating its potential to complement WOM. However, as Francisco noted during the interviews, the quality and consistency of O-Sports' content needs to be improved. Currently, the company's Instagram Reels, while utilized, lack regularity and engaging formats. To address this, O-Sports could diversify its content and start posting on TikTok to reach a wider audience, aligning with Bahi et al. (2020), who highlight the importance of social media content to increase brand visibility.

Paid social media campaigns targeted at coaches and sports organizations are another vital tool. By using audience segmentation, O-Sports can reach individuals actively searching for services like training camps and sports events. As Putri (2021) notes, digital marketing strategies like these are instrumental in increasing brand awareness.

In addition to social media, SEO efforts play a key role in O-Sports' awareness strategy. By optimizing website terms and expanding the use of long-tail keywords, O-Sports can improve its visibility on search engines. According to Asare Osei (2020), customers trust search engine results, especially those on the first page, which makes SEO an essential tool for improving awareness.

Strategic partnerships with international sports agencies complement these efforts, extending O-Sports' reach and strengthening its reputation. As Pedro Machado pointed out during the interviews, collaborations with agencies allow O-Sports to serve as a service provider for global clients, taking advantage of the agencies' networks to attract new clients.

By combining traditional WOM strategies with enhanced digital marketing practices, O-Sports ensures a comprehensive approach to the Awareness Stage.

### Consideration

Consideration	
<b>Goal</b>	Help potential clients understand O-Sports' ability to organize high-quality sports events and training camps
<b>Customer Action</b>	Clients requests infromation about event logistics, training options and specific service offerings
<b>O-Sports Action</b>	Respond to inquiries with detailed service breakdowns, addressing logistics, training packages and pricing
	Provide consultations to explain the benefits of specific services
	Use the CRM to tailor communication, ensuring personalized responses and follow-ups
	Develop detailed service pages on the website (costs, timelines, training options) for greater transparency
	Create LinkedIn posts highlighting case studies, testimonials, and event statistics to build trust with clients

Table 3 - Consideration Stage

The Consideration stage is where potential customers evaluate O-Sports offers in detail, comparing them with alternatives. The focus during this phase is to build trust, reduce uncertainty and position O-Sports as the preferred option. To achieve this, several key actions are carried out.

One of the most critical actions is to respond promptly to requests for information with a detailed description of the services, including logistics, training options and prices. The responses to the survey revealed that price and the quality of the facilities are among the aspects most valued by customers, which reinforces the importance of this step. Pedro, during the interview, emphasized the need for tailor-made services and personalized communication to

meet the specific needs of each client, a strategy that increases trust. According to Morsink (2024), these transparency and personalized responses play a vital role in reducing uncertainty, a fundamental barrier at this stage.

The development of detailed service pages on the website, including links, deadlines, and training options, complements this process. Improving the usefulness of the website not only provides customers with the clarity they are looking for, but also positions O-Sports favorably during its evaluation process.

To further reinforce credibility, O-Sports uses marketing automation through CRM to tailor communication and provide personalized responses. This tool improves customer experience by simplifying interactions and ensuring that follow-ups are timely and relevant. CRM also allows O-Sports to monitor customer engagement and prioritize contacts effectively. This approach is supported by Sundman (2021), who notes that automation increases the efficiency of contact management and conversion.

Finally, LinkedIn posts are used to target B2B audiences, showcasing successful events and sharing testimonials that highlight O-Sports' professionalism and reliability. LinkedIn serves as a formal channel to reinforce credibility and attract professional partnerships. By sharing relevant case studies and testimonials on LinkedIn, O-Sports appeals to decision-makers in sports organizations, creating a positive impression that influences the consideration stage.

## **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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## Group Part

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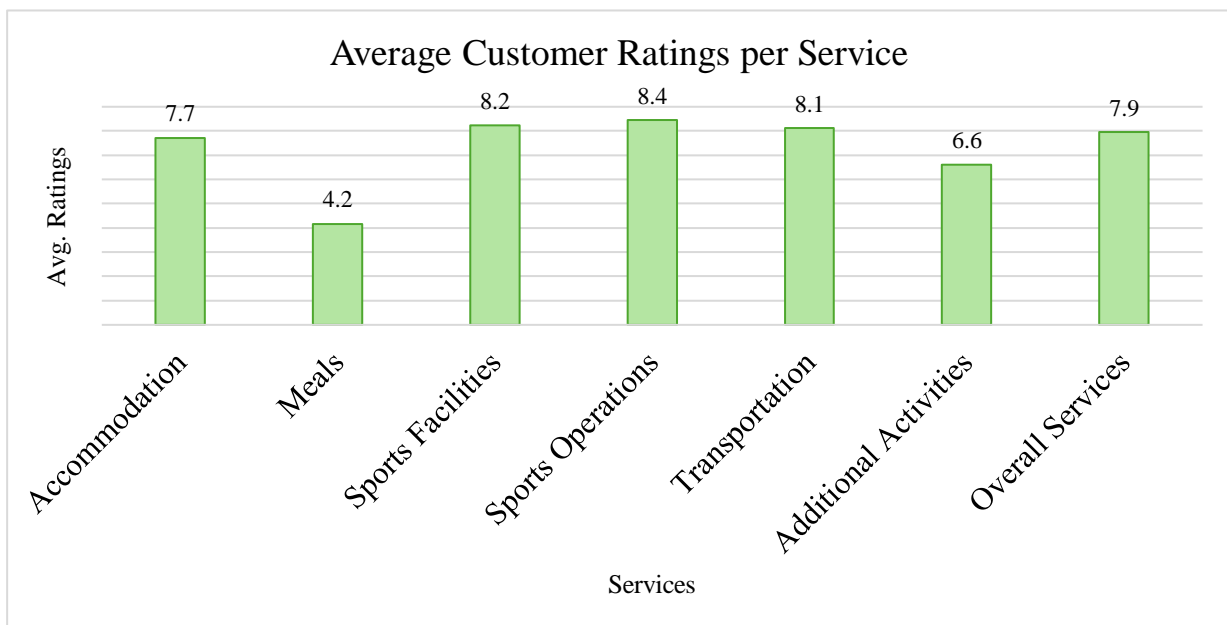
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## 9. Appendix

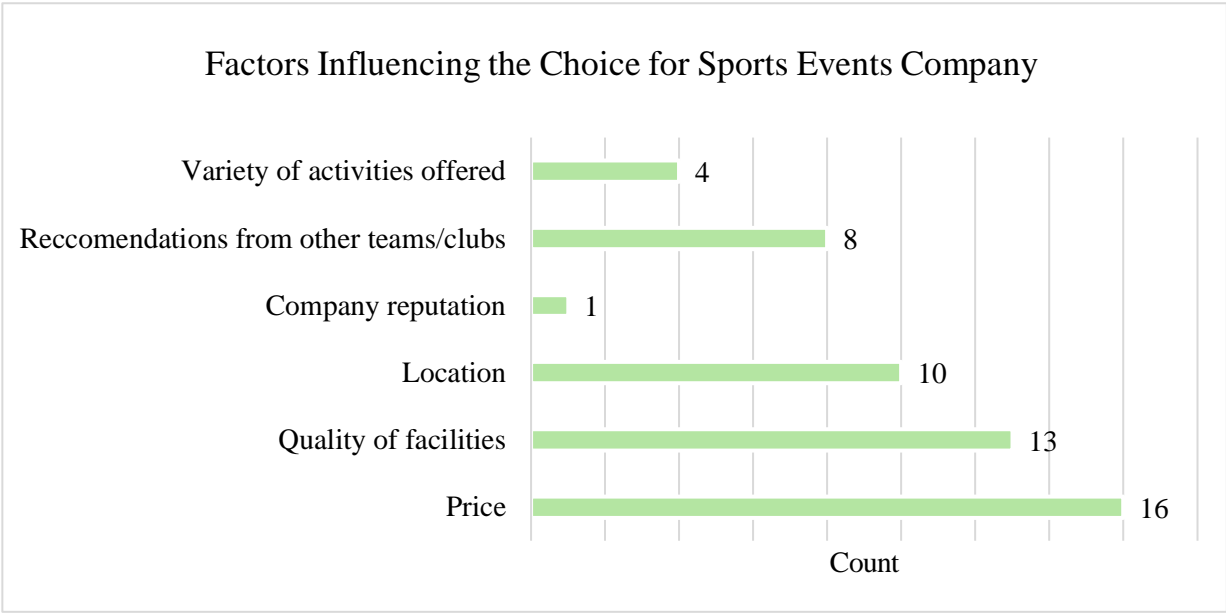
**Appendix 1:** Description of O-Sports Services. Source: O-Sports Website

Service	Description	Target
<b>Sports Events</b>	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
<b>Training Camps</b>	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
<b>Corporate</b>	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

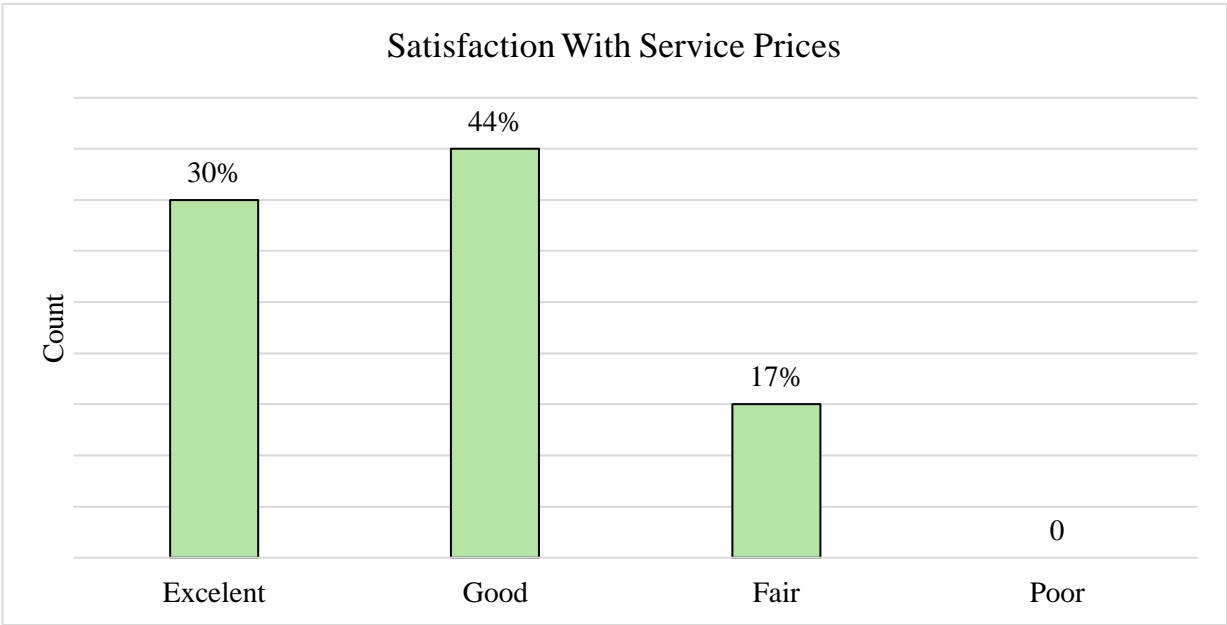
**Appendix 2:** Survey Data – Average Customer Ratings per Service. Source: own analysis



**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

