



UNIVERSIDADE CATÓLICA PORTUGUESA

Event Management and B2B Customer Value: The Case of Carglass Portugal.

by

Rodrigo Oliveira Pardalejo

Católica Porto Business School
2025



UNIVERSIDADE CATÓLICA PORTUGUESA

Event Management and B2B Customer Value: The Case of Carglass Portugal.

Master's Final Assignment – Written Assignment
Presented to *Universidade Católica Portuguesa*
to obtain a Master's Degree in Marketing

by

Rodrigo Oliveira Pardalejo

Under supervision of
Professor Doctor Ricardo Morais

Católica Porto Business School, Universidade Católica Portuguesa
April, 2025

Acknowledgements

As my journey as a Masters student in Marketing has come to an end, I would like to express my gratitude to my thesis supervisor, Professor Ricardo Morais. His support and his rigor throughout this journey was essential to the completion of this research project.

I would also like to thank the Carglass Portugal employees who participated in the interviews and gave up a their time for the interviews. They were essential to enrich my work. I would like to especially thank Fabiano Leite for all the time he allowed me to dedicate to my project, and Fabio Chaves for all the good disposition he provided, which often allowed me to take another step in this phase. And to Miguel Ferreira, for inviting me to participate in the events, which allowed me to increase the credibility of the information.

Next, I would also like to thank my parents and my girlfriend, and honestly, the only words I have to say are Thank You Very Much. Without them, and their patience, I would not have been able to complete this project. They were the ones who dealt with my nervousness (especially my mother, she has a lot of patience).

I also want to thank my grandparents, who, let's be honest, is the best thing in the world. Their happiness is when we are well.

I would also like to thank my brother for all his words of support and for believing in me, in fact, for believing in me more than I believe in myself. He is my example.

Last but not least, thank you to my dog for watching me for hours while I was doing this research project. People still say that a dog's life is bad.

Abstract

Event management has been gaining significant importance in the B2B context, promoting relationships with customers. This study addresses how event management influences the creation of value for customers in the B2B sector, with Carglass Portugal as a case. The purpose of this study is to fill this research gap and expand existing information on event management and its influence on value for B2B customers.

The research strategy of this study is case study research, using mainly primary data, namely semi-structured interviews with managers and event organizers of the company. The literature review addresses the concepts of customer value creation, customer retention and strategic event management, relating their contribution to the value proposition.

As a result, we observed that well-planned events can increase customer satisfaction and loyalty, differentiating the company from its competitors. Furthermore, the importance of co-creation of value is highlighted, where the customer experience will reinforce the perception of the brand. However, challenges such as measuring the impact of the event and adapting the event to the customer profile are critical factors for success.

This study contributes to the literature by highlighting the importance of events as a strategic tool for creating value in the B2B sector. It offers recommendations for companies that wish to differentiate themselves through the event experience provided to the customer.

Keywords: Event Management; B2B Value Creation; Case Study; Carglass Portugal; B2B.

(7961 Words)

Resumo

A gestão de eventos tem vindo a ganhar uma importância significativa no contexto B2B, promovendo o relacionamento com os clientes. Este estudo aborda a forma como a gestão de eventos influencia a criação de valor para os clientes no setor B2B, tendo como caso a Carglass Portugal. O objetivo deste estudo é preencher esta lacuna de investigação e expandir a formação existente sobre a gestão de eventos e a sua influência no valor para os clientes B2B.

A estratégia de investigação deste estudo é a pesquisa de estudo de caso, recorrendo principalmente a dados primários, nomeadamente entrevistas semiestruturadas com gestores e organizadores de eventos da empresa. A revisão de literatura aborda os conceitos de *customer value creation*, retenção de clientes e gestão estratégica de eventos, relacionando a sua contribuição para a proposta de valor.

Como resultado, observamos que os eventos bem planeados podem aumentar a satisfação e fidelização dos clientes, diferenciando a empresa dos seus concorrentes. Além disso, evidencia-se a importância de cocriação de valor, onde a experiência do cliente vai reforçar a perceção da marca. No entanto, desafios como medir o impacto do evento e adaptar o evento ao perfil dos clientes são fatores críticos para o sucesso.

Este estudo contribui para a literatura ao destacar a importância dos eventos como ferramenta estratégica para a criação de valor para o setor B2B, oferecendo recomendações para empresas que desejam diferenciar-se através da experiência proporcionada ao cliente.

Palavras – chave: Gestão de eventos; Criação de valor B2B; Estudo de caso; Carglass Portugal;

(7961 palavras)

Table of Contents

Acknowledgements	v
Abstract	vii
Resumo	ix
Table of Contents	xi
Figures	xiii
Tables	xv
Abbreviations	xvi
Introduction	19
Chapter 1	21
1. Literature Review.....	21
1.1 Value Creation.....	21
1.2 Event Management.....	31
Chapter 2	35
2. Methodology	35
2.1. Research Strategy	35
2.2. Data Collection and Analysis.....	36
Chapter 3	41
3. Case	41
3.1. Carglass Portugal.....	41
Chapter 4	45
4. Discussion	45
Chapter 5	53
5. Conclusions.....	53
5.1. Theoretical Framework	53

5.2. Limitations	55
5.3. Suggestions for future research	57
5.4. Practical implications	58
References	61
Annexes	69
Annex 1: Example of training provided by Carglass.....	69
Annex 2: Example of a workshop carried out by Carglass Portugal	70
Annex 3: Example of an IPSS supported by Carglass Portugal	71
Appendices	72
Appendix 1: Interview Guide	72
Appendix 2: Consent form	73
Appendix 3: Interviewee A	74
Appendix 4: Interviewee B	77
Appendix 5: Interviewee C.....	80
Appendix 6: Interviewee D.....	83
Appendix 7: Interviewee E	86
Appendix 8: List of Codes	91

Figures

Figure 1- Mckinsey & Co's Value Delivery System. Self Elaboration.....	22
Figure 2 - Value Proposition Canvas	23
Figure 3 - An example of strategy Canvas	26
Figure 4 - Four Action Framework. Self Elaboration.....	27
Figure 5 - Final Theoretical Framework. Self Elaboration	55

Tables

Table 1 - Participant Description	37
---	----

Abbreviations

ADAS – Advanced Driver Assistance System

ANTRAM -Associação Nacional de Transportes Públicos Rodoviários de Mercadorias

B2B – Business-to-business

B2C – Business-to-consumer

CRM – Customer Relationship Management

NPS – Net Promoter Score

QIV – Quebra Isolada de Vidro

ROI – Return on Investment

IPSS – Instituição Particular de Solidariedade Social

Introduction

The role of event management in business strategy has been gaining relevance over the last few years, especially in the B2B context. According to Getz (2008), events have evolved and become strategic platforms that promote long-term relationships between two strategic parties. This perspective is aligned with the broader shift in marketing theory, where companies seek more to create customer experience and their co-creation of value (Prahalad & Ramaswamy, 2004). Thus, events function as a means to reinforce business interactions and strengthen a company's value proposition.

In parallel, the concept of value proposition has been widely explored in the literature. According to Woodruff (1997), customer value is the perception of balance between the benefits obtained and the costs incurred. However, more recent approaches argue that value is not just an economic concept, but encompasses functional, emotional and symbolic dimensions (Payne et al, 2017). This multidimensional perspective is particularly relevant in the B2B context, where companies seek to differentiate their strategies through experience and personalized events (Schmitt, 1999).

Despite the growing recognition of events as sources of value creation, there is still a gap in understanding their strategic role in the B2B environment. While there are authors who argue that events serve primarily as networking opportunities, others highlight their potential to strengthen an emotional connection with the brand and promote lead generation and customer retention (Lemon & Verhoef, 2016).

To fill this gap, this study analyzes how event management contributes to value creation in the B2B context, using Carglass as a case. This study thus aims to explore the extent to which corporate events influence key business metrics, such as customer satisfaction and retention, customer loyalty and customer perception of value. These are essential factors for the company's

competitiveness in the sector. Furthermore, this study aims to understand how events can be used as strategic tools to foster long-term business relationships, generate trust among participants and boost customer loyalty in the B2B environment. Thus, this study seeks to answer the following research question: "How event management influences B2B customer value?"

The research strategy adopted in this study is case study, which allows for an in-depth and detailed analysis of the experiences and perceptions of organizers in relation to the events. The case is Carglass Portugal.

Through the collection of empirical data, such as interviews conducted with event managers and participants, as well as the analysis of internal documents, it was possible to collect valuable insights into the impacts of event management initiatives on creating value for the company (Maxwell, 2012). By analyzing the interviews with the interviewees, it was possible to understand which elements of the events contribute most to the creation of value, and how Carglass Portugal differentiates itself from the competition. Therefore, this research contributes to the literature on the relationship between event management and customer value creation. It also provides applicable insights for companies that use events as a strategic tool to differentiate themselves and strengthen their relationships with B2B customers.

This study is structured as follows. The first chapter reviews the literature on value creation, and event management. The second chapter describes the research methodology. The third chapter presents the Carglass case. The fourth chapter with the literature review. The last chapter concludes with this study's theoretical contributions, limitations, and recommendations for future research, and practical implications.

Chapter 1

1. Literature Review

1.1 Value Creation

According to Payne et al. (2017) value proposition is the central concept in the development of business and marketing strategies, defining the value that a company offers to its customers. The authors also argue that value proposition is the key element of the business model and essential for attracting and retaining customers. Osterwalder et al. (2014) argue that the value proposition represents the set of benefits that a company provides to its customers, helping them to satisfy their needs, in a different way from competitors.

Kotler and Keller (2016) argue that the value proposition is not limited to just capturing the characteristics of a product or service, but rather communicating clearly how the offer will add value in the market. This topic is especially important in markets with high competition because it allows the company to stand out by better meeting consumer needs.

The concept of value proposition has evolved over the years. Treacy and Wiersema (1992) introduced three value disciplines - product leadership, operational excellence, and customer relations - highlighting how they guide the business. Ginsberg (1996) presented "Value Maps" to analyse the relationship between price and death benefit. Lanning (1998) reformed it by focusing on the consumer's experience and defending the importance of observing it while using the product. Ballantyne (2003) addressed the importance of co-created value propositions, focusing on the relationship with stakeholders. After this, the importance of providing a good service emerged, focused on creating a relationship with the customer (Lusch & Vargo, 2006).

Several models have been developed over the years. Lanning and Michaels (1988), for instance demonstrated the set of benefits that a company offers to its customers to satisfy their needs. This model involves three stages, the first being "Choose the value" which consists of defining the customer's needs that the company will satisfy. The second is called "Provide the Value" and is defined by the way in which needs will be satisfied. And the third stage is called "Communicate the value" and is the way in which the company shows that it can satisfy consumers' needs and attracts them (Woodruff, 1997).

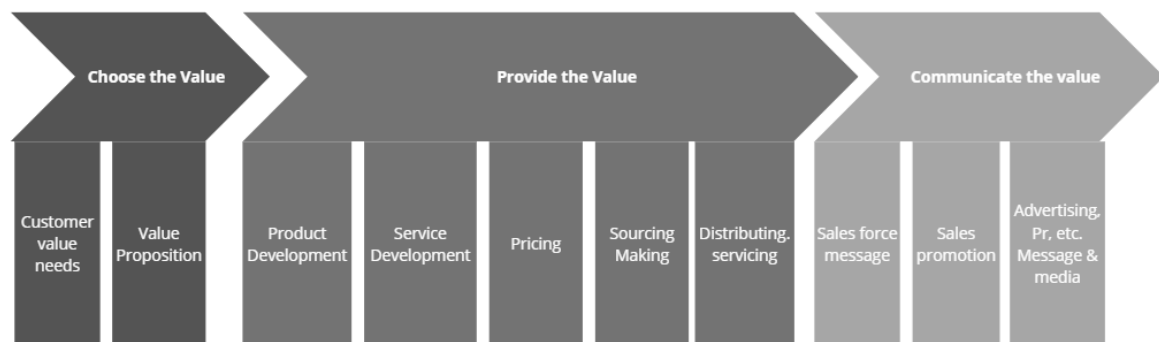


Figure 1- Mckinsey & Co's Value Delivery System. Self Elaboration

One of the most used models to date is the "Value Proposition Canvas" (Osterwalder et al., 2014). This model allows companies to better understand their customers, identify their needs. And create products/services that better satisfy their needs. This model is made up of a "Customer Profile" (made up of customer jobs, pains and gains) of detailed customer information and a "Value Map" (made up of Products & services; Pain Relievers; Gain Creators) describing how the product or service satisfies the customer.

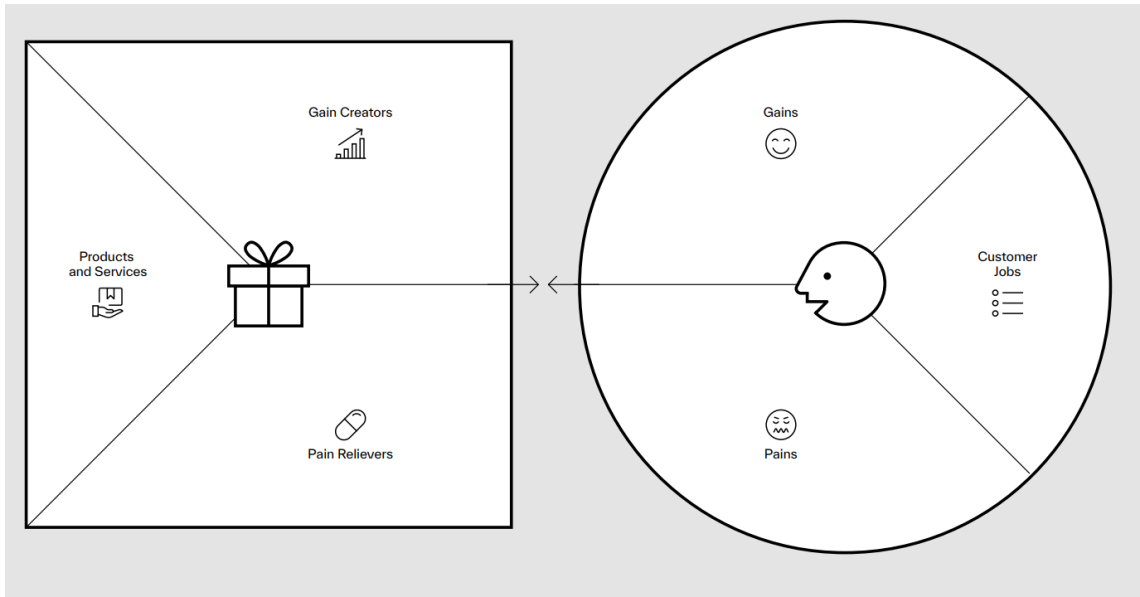


Figure 2 - Value Proposition Canvas

Woodruff (1997) defines value for the customer as the evaluation perceived by the customer, the relationship between what is received (benefit) and what is given (cost). This evaluation considers several factors such as price, convenience, product, service, etc. This assessment varies according to the different types of segments existing in the market. Value creation must be something continuous (Payne & Holt, 2001) that involves co-creation and customer participation (Sheth et al., 2000). Therefore, companies need to accompany the customer throughout the process. Nowadays, the customer-centric approach has become more relevant for creating value. According to (Vargo et al., 2004) the customer has an active role in creating value, and therefore companies must involve them in the creation of value propositions.

The value proposition can follow four paths: economic, functional, emotional or symbolic. The economic proposal focuses on benefits, the functional one, on the convenience and quality of the product/service, the emotional one focuses on the emotional impact and the symbolic one is oriented towards social value. The creation of these dimensions allows the creation of a differentiated value proposition (Payne et al., 2017b)

In the business context, value creation has different implications depending on whether it is a Business to Business (B2B) or Business to Consumer (B2C) environment. According to Eggert et al. (2018), in the B2B market, value is associated with operational efficiency, cost reduction, and increased profitability for the customer. In B2C (also in B2B), value creation focuses on the consumer experience as well as convenience and emotional appeal of offers. These two contexts present distinct opportunities and challenges to approach value creation.

Romiti & Sarti (2016) argue that creating value for consumers depends on experience, where the focus is not on price. Within this context, events allow suppliers to interact with customers, offering them emotional, social, and

experiential value. These events also allow consumers to interact with each other and share knowledge (Cachero-Martínez & Vázquez-Casielles, 2017).

Digital transformation and the progress of technologies have played a fundamental role in creating value for the customer. According to Rust and Huang (2014), the use of artificial intelligence and Big Data allows companies to identify customer needs more easily, creating customizable value propositions for each customer. Tools such as Customer Relationship Management (CRM) are essential for managing customer relationships. This tool, in particular, allows the suppliers to obtain detailed information about their customers (Rababah et al., 2011).

The value curve is a key tool in the strategic development of companies, especially in the formulation of differentiating and innovative strategies (Kim & Mauborgne, 2005). The authors argue that companies can escape direct competition by creating new market spaces, offering unique value propositions. Unlike the Red Ocean Strategy, it will look for markets without the presence of competition (Shafiq et al., 2017).

The Blue Ocean strategy, created by Kim and Mauborgne (2005), aims to stand out from the competition by promoting value innovation, to reduce costs and increase the value offered to customers. In other words, it focuses on unexplored markets, creating demand and the opportunity to make a profit. The central pillar of this strategy is value innovation. Instead of competing directly, the goal is to develop a value proposition that makes the competition irrelevant (Lv, 2017).

According to Kim and Mauborgne (2005), the value curve, also known as "Strategy Canvas", is a graph that illustrates a company's performance in the various dimensions considered important by consumers, in a given sector. By analyzing the value curve, companies can identify opportunities and create additional value for their customers, adjusting their competitive factors according to their needs.

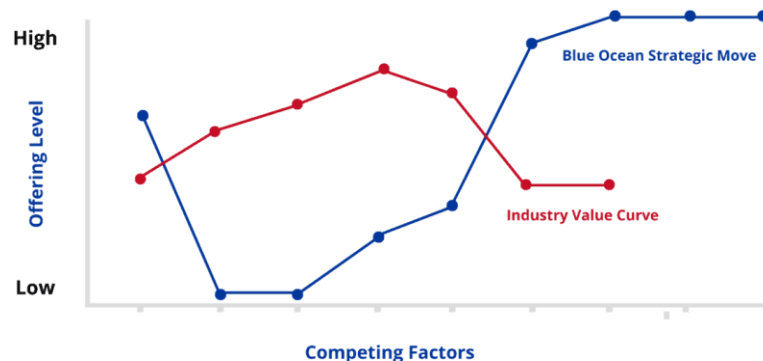


Figure 3 - An example of strategy Canvas

The value curve is used in conjunction with a set of tools that guides the company to review its value proposition through four perspectives (Kim & Mauborgne, 2005). The first is *Eliminated*, which encourages companies to identify factors that competitors consider important but that customers do not value. By eliminating these factors, they can cut costs without harming customers' perception of value. The second step is to *Reduce*, aiming to reduce investment in areas where resources are spent in excess. The third is *Raised*, where the company identifies factors that the customer values, thus increasing their performance in these areas. Finally, *Create* encourages the company to identify new factors that are not being explored by competitors, driving a unique and differentiating value proposition.

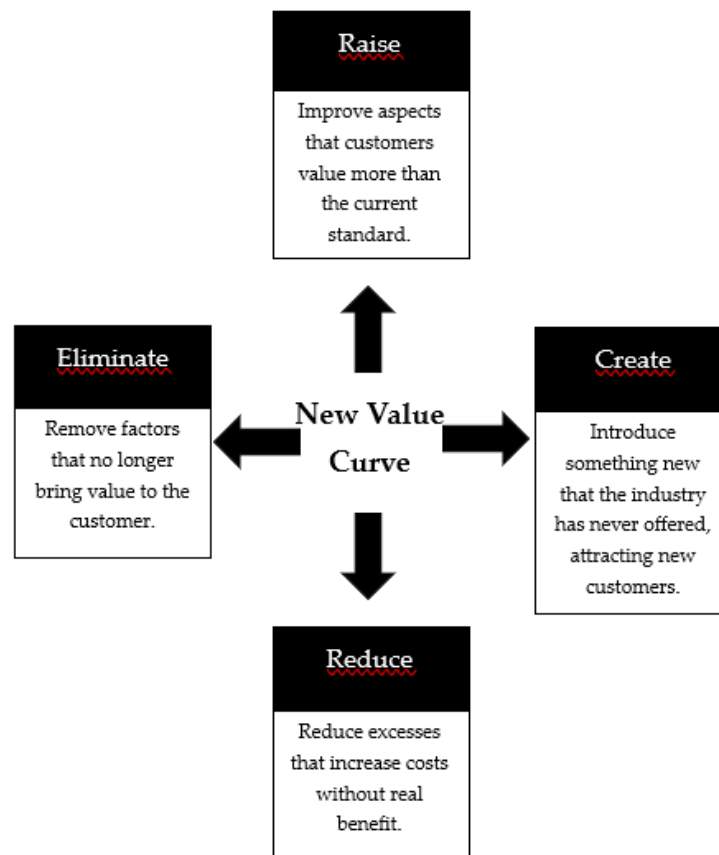


Figure 4 - Four Action Framework. Self Elaboration

According to Pérez et al. (2010) the value curve will facilitate the identification of areas to improve but will also allow companies to differentiate themselves from the competition by delivering suggestions that are more adapted to the needs of consumers. This differentiation process, supported by innovation and continuous adaptation, creates a competitive advantage, allowing the company to stand out in the most valued areas, having a greater impact on stakeholders. Value curves allow companies to acquire a wide selection of information about their competitive position, both present and future, in the market. Furthermore, they provide valuable data on the factors most appreciated by customers about a given future product or service, enabling comparison with existing products or services. (Osório, 2021)

Several examples from the business world illustrate the positive impact of the value curve. One case is that of Cirque du Soleil. By eliminating many of the costs associated with traditional circus shows (such as animals and big stars), Cirque du Soleil focused on increasing and creating value through sophisticated artistic performances and a unique experience (Kim & Mauborgne, 2005). Another example is Facebook, which created an environment where users could feel safe interacting and sharing information, creating a new social space (Boyd & Ellison, 2007).

Customer satisfaction and retention are crucial elements for the success of any company/organization. Customer satisfaction is based on the consumer's experience after purchasing a product or using a service (Leninkumar, 2017). In other words, it will be the comparison of the performance of a product or service with customer expectations (Kotler and Keller, 2016). However, customer satisfaction is shaped by perceived performance as well as by the emotional reactions generated throughout the purchase and use experience (Westbrook & Oliver, 1991). Fornell (1992) argues that customer satisfaction is the emotional state that results from the comparison between the actual experience of the service or product and the customer's expectations. Anderson et al. (2004) contend that customer satisfaction is a crucial factor in influencing future behaviour, directly affecting customer retention. The authors argue that satisfied customers tend to be more loyal, returning to the company to make new purchases and reducing the possibility of switching to competitors.

But how do we know if customers are satisfied or not? There are several tools, but the most used is the Net Promoter Score. This is a management metric adopted by companies to measure customer satisfaction and loyalty, being used as an indicator of recommendation by customers (Reichheld, 2003). This consists of just one question, which is: "On a scale of 1 to 10, how likely are you to recommend the company?". Customer scores are categorized into three groups: promoters (scores 9 and 10), passives (scores 7 and 8) and detractors (scores between 0 and 6) (Dawes, 2024).

Sikri et al. (2024) states that customer retention is a vital factor for a company's growth and performance. The continuous delivery of superior value to consumers leads to their satisfaction and consequent retention. Customer satisfaction is the central pillar of the company's strategy, as satisfied customers are more likely to remain with the company and continue to purchase its products or services (Kotler & Armstrong, 2016). Anderson et al. (2004) reinforce that satisfaction is essential for customer retention, as it needs to be monitored

throughout the customer's entire life cycle. In other words, it is customer interactions that guarantee effective long-term retention.

On the other hand, Dick and Basu (1994) argue that retention is guaranteed when companies meet customer expectations and create an emotional connection through rewards and engagement initiatives. According to Rósario and Casaca (2023) the cost of acquiring new customers can be up to five times greater than the cost of maintaining existing customers. There are several strategies that companies can adopt to ensure customer retention. One of the most effective strategies is personalization. Coelho and Henseler (2012) state that personalization consists of adapting offers and communications to consumer preferences. This will allow the company to create a relationship with the customer, strengthening their loyalty. The strategy is to use loyalty programs. These programs support and improve the value proposition, allowing customers to make repeat purchases (Bolton et al., 2000). Furthermore, these programs allow the company to increase its profit and create barriers to the entry of new competitors (Thompson & Chmura, 2015)

1.2 Event Management

Event management plays a crucial role in the B2B context, functioning as a strategic tool to promote interactions between companies and their customers. The efficient organization of an event requires the coordination of functions and responsibilities, ensuring that it is carried out successfully. Bladen et al (2022) highlight the importance of clearly assigning roles, such as strategic planners, operational managers and digital marketing specialists. Event operations involve working with suppliers, choosing the location, and coordinating a series of activities (Puska, 2020). Furthermore, digital communication plays an important role as it allows for engagement with customers through platforms such as email, social networks, etc. (Rust & Huang, 2014).

Events, as noted, play a strategic role for companies, where they stand out for their ability to generate networking and provide brand recognition. Getz (2008) argues that events provide an advantageous environment for interaction between customers and companies, creating opportunities for collaboration. Events can take different formats, depending on business objectives, such as conferences, trade fairs, webinars or informal meetings (Bladen et al, 2022). According to Puska (2020), it is essential to segment the target audience to personalize the content and provide a unique and relevant experience for the customer.

Creating value at events is one of the main factors that will distinguish a company from its competitors. Payne et al. (2017a) state that the value proposition must be clear and well defined, so that customers can understand the benefits that the company will provide. The authors also argue that the value proposition must consider functional benefits as well as emotional, economic and symbolic aspects.

Pine and Gilmore (1998) state that differentiation can be obtained through the experiences provided to the customer. Schmitt (1999) complements this view by arguing that personalized and exclusive events will have a direct impact on customer loyalty, promoting a long-term relationship and creating barriers to competition.

A good customer experience will lead to a stronger relationship. Anderson et al. (2004) state that face-to-face interaction allows for the establishment of bonds of trust and credibility, essential factors for fostering a long-term relationship. Romiti and Sarti (2016) say that events allow the exchange of knowledge and insights, creating opportunities for growth for everyone involved.

These benefits provided to customers will lead to their satisfaction and retention. A well-organized event, from its initial communication to the post-event, can increase customer commitment to the company. In B2B contexts it is essential to promote an ongoing relationship. Events must thus be successful in order to strengthen the brand's trust and commitment to creating value for its customers, or future customers. Personalized events allow customers to reduce dissatisfaction and the company to differentiate from its competition (Kotler & Keller, 2016).

It is also essential to follow up with participants after the event, by collecting feedback and sending material. This way, the brand will strengthen its connection with customers and build long-term loyalty.

Customer involvement, before, during and after the event, is fundamental to its success. Payne and Holt (2001) argue that prior consultation with the client allows for better personalization of the event. Collecting feedback, whether before or after the event, is essential to identify strengths and areas where improvements can be made for future opportunities (Duarte, 2009). Lusch and Vargo (2006) argue that customer-centric events provide memorable experiences, reinforcing the bond between the participants and the company.

Finally, measuring the success of an event is essential to analyse its impact and ensure future improvements. Getz (2008) cites indicators such as number of participants, feedback collected and economic impact as essential for measuring the event's performance. Satisfaction questionnaires provide valuable insights into positive aspects and areas for improvement (Fitzpatrick, 1991). Perez et al. (2010) argue that the analysis of the return on investment and the generation of new business opportunities are key metrics for analyzing whether the event was effective or not. Analyzing the impact of an event will allow companies to identify trends and adapt their future initiatives to consumer preferences, thus ensuring that events continue to be a differentiating factor in the B2B market.

Chapter 2

2. Methodology

2.1. Research Strategy

This study seeks to explore the dynamics of value creation through corporate events in a B2B context, a topic that is still little explored in academic literature. The research strategy of this study is case study research that allows an in-depth and contextualized understanding of complex phenomena within their real-life context (Yin, 2018). According to Maxwell (2012) qualitative research is crucial to understanding the contexts and processes underlying causal relationships, offering insights that quantitative methods cannot.

From another perspective, the qualitative perspective will complete the quantitative method (Veluswamy et al., 2013). It will allow participants to share their experiences and help adjust interventions. It will offer detailed insights that improve data interpretation, providing a more complete and in-depth view of the questions under investigation.

The study is inductive, generating insights through empirical data. This method is effective for building a theoretical framework based on observations. By identifying growth patterns, the study seeks to understand the relationship between event management and value creation in a B2B context (Thomas, 2006).

Finally, the study adopts an idiographic perspective in order to focus on the unique context of the case and not allow generalizations. This approach, supported by Georgiadis et al (2001), ensures detailed knowledge of the value proposition for the customer through events.

2.2. Data Collection and Analysis

This study used both primary and secondary data, with the conclusions being based on the research carried out. Interviews allowed participants to express their opinions in greater depth, enabling a greater understanding of the topics under study (Hox & Boeije, 2005).

Interviewees were selected based on convenience and relevance to the study, ensuring that they have knowledge and experience in the area of B2B event management (Jansen, 2010).

To prevent possible bias in the sample, a pre-judgment of the profile of those interviewed was carried out, considering their experience in the sector, their position at Carglass Portugal and their involvement in the events. In total, five interviews were conducted with managers and those responsible for organizing B2B events at Carglass Portugal. Following the ethical principles of research and the consent required by participants, the interviewees were identified as A, B, C, D and E, in order to safeguard their identity.

Table 1 below depicts the profile of the interviewees. All participants are employees of Carglass Portugal and hold position of responsibility in different areas.

Interviewees	Gender	Position	Years at Carglass	Involvement with B2B events?	Type of involvement
A	Male	Marketing Manager	+2 years	Yes	Defines the participation format, manages logistics and develops the graphic proposal and concept together with partners.
B	Male	Digital Marketing	+4 years	Yes	Responsible for Carglass' online channel and the integration of the digital aspect into event communication.
C	Male	Sales Team Leader	+8 year	Yes	Direct contact and post-event monitoring with customers, collecting feedback and suggestions for improving future actions.
D	Male	Head of Sales	+ 8 years	Yes	Defines commercial strategies
E	Female	Ex Head of Marketing	6 years	Yes	Responsible for defining the global marketing strategy and aligning events with corporate objectives.

Table 1 - Participant Description

The sample includes four men and one woman, with different levels of experience and different degrees of involvement in B2B event management. Professional experience at Carglass Portugal varies, allowing us to capture different perspectives on the evolution of the company's B2B events strategy over the years.

In addition to the interviews, the data were collected through direct observation during my participation and involvement in the events organized by Carglass Portugal. This approach allowed me to experience first-hand the dynamics of events, especially the interaction between the participants and the key elements that will contribute to the creation of value. This method allows for a deeper understanding of experiences, and will complement the responses obtained through the interviews (Ezeh, 2003)

I also used secondary data to complement and validate the insights obtained from the interviews. This data was obtained from company reports, publications about events held, and corporate websites. Using multiple sources of data

ensured a more accurate approach and allowed you to better analysis of the results (Church, 2002)

In order to ensure relevance and comparability in the responses, a standardised interview guide was adopted to allow an in-depth approach to the main research topics (Appendix 1). Initially, potential interviewees were contacted via email to explain the purpose of the interview and to invite them to participate, and to schedule the interview. This initial stage had the main objective of establishing a relationship of trust in order to increase the adhesion rate. After a quick response from all participants, confirming their presence, the interviews were carried out between January 27 to February 7, 2025.

All interviews were conducted in Portuguese, the native language of all participants, allowing a more fluid and enriching dialogue. The use of a semi-structured format provided greater flexibility to delve deeper into the issues, allowing for clear answers to the questions (Adeoye-Olatunde & Olenik, 2021). Each session lasted approximately 30 minutes, ensuring detailed discussions.

All interviews were recorded with the participants' consent (appendix 2), being transcribed and translated. This allowed the interviewer to focus completely on the interviewee, allowing for a more fluid conversation (LeCompte, 2000).

To analyse the data obtained from the interviews, a thematic analysis was carried out. Transcripts were manually coded using Microsoft Excel, which served as the primary tool for organizing, categorizing, subcategorizing and interpreting the data. This approach allowed us to identify themes aligned with the theoretical framework. The responses were systematically associated with one of the eight previously defined categories, namely: Event Organization, Relevance of Events, Value Creation, Differentiation from the Competition, Strengthening Relationships, Satisfaction and Retention, Customer Engagement, and Measuring Success. This process allowed for a structured and careful

analysis of interview data, supporting the development of theoretical propositions.

Chapter 3

3. Case

3.1. Carglass Portugal

Carglass operates in the automotive repair sector, specializing in glass replacement and repair and Advanced Driver Assistance System (ADAS) calibration. As part of the Belron group, a group present in 40 countries, it benefits from an international structure that seeks innovation, quality of service and operational efficiency. The company provides services to both private and corporate clients, positioning itself as a leader in the sector in Portugal and worldwide.

The Portuguese automobile market is characterized by a high rate of motor vehicles, with more than 5.6 million light vehicles and more than 72,000 heavy passenger and goods vehicles (IMT, 2023). This reality generates a strong demand for automotive maintenance services, including glass repair and replacement. The insurance sector plays a fundamental role in this process, with a large proportion of Carglass customers using insurance to cover the costs of repairing or replacing glass.

The company also benefits from the growing adoption of technology in automobiles, including the use of ADAS calibration. This factor has reinforced the need for a specialized approach to repairing and replacing vehicle windows, since the correct calibration of sensors is necessary to ensure road safety. Since 2024, any new car sold in the European Union must be equipped with the ADAS system (Visão, 2024), making calibration even more crucial to guarantee vehicle safety.

Carglass is the market leader in providing automotive glass repair and replacement services, competing directly with three major players (Glassdrive, ExpressGlass and Glassback) as well as small independent workshops. The company differentiates itself through a customer-centric approach, allowing customers to schedule appointments online or with a mobile service unit.

Although Carglass Portugal has a strong reputation for quality service and customer satisfaction, its competitors offer similar services, often competing on price and speed of service execution. To maintain its competitive advantage, Carglass Portugal relies on technology, continually investing in ADAS calibration systems to ensure driver safety. The company uses the best calibration systems available on the market. The company also invests heavily in training its technicians, thus ensuring a high standard of quality in all the services it performs.

Furthermore, it stands out due to its lifetime guarantee and its commitment to sustainability, recycling glass.

Carglass Portugal recognizes the importance of event management in creating value for corporate clients and strengthening relationships with key partners, namely insurers, insurance brokers and fleet managers. By organizing corporate events, sponsorships and customer engagement initiatives, the company strengthens its presence in the market and promotes long-term relationships.

An example of an initiative is the organization of training sessions bringing together the insurance sector. These events serve as a way of sharing knowledge and information, where information that is often unknown to insurers is presented (Annex 1).

One of the most relevant initiatives are the workshops for insurance brokers (Annex 2). These workshops are made up of two speakers who, through practical examples, show tools that brokers can use to boost their business. In 2024, seven workshops were held in different regions of the country, namely in Braga, Porto, Lisbon, Setúbal, Viseu, Leiria and Algarve, allowing coverage and proximity to

local professionals. Furthermore, these workshops provide a networking space, allowing the sharing of experiences and good practices among professionals in the sector. It is worth noting that these workshops are free for participants.

Another relevant initiative is the participation in the ANTRAM Congress, a reference event in the transport sector, where Carglass establishes direct contact with heavy vehicle fleet managers. This event brings together several speakers with high levels of know-how, who analyze the current state of the sector and address existing challenges. The objective is to contribute to a more efficient, safe, sustainable and prosperous sector. During this event, Carglass Portugal presented innovative solutions and reinforced its commitment to road safety. Through practical demonstrations, it highlighted how glass maintenance and correct calibration of the ADAS system can contribute to reducing accidents on the roads. This congress allows Carglass to reinforce its position and establish itself as a partner of excellence.

It is important to highlight that all events organized by Carglass Portugal include a social responsibility component. In each of the events, a IPSS is associated, promoting the collection of food, or other essential goods, which are later delivered to the chosen entity. This action reinforces Carglass' commitment to the community and allows us to transform professional moments into opportunities for solidarity and positive social impact (Annex 3).

Chapter 4

4. Discussion

This chapter discusses the relationship between theory and the case. The objective of this chapter is to answer the research question stated at the beginning of this study, which is: "How event management influences B2B customer value?". To help answer this, the interviews are compared with the literature review, in order to confirm, disconfirm or add propositions.

According to Bladen et al (2022), successful events are those that are well planned, and it is necessary to clearly define the role of each person, such as strategic planners, operational managers and digital marketing specialists. Therefore, it is necessary to work with suppliers, choose the location and coordinate various activities (Puska, 2020). We concluded from the interviews that before organizing an event, Carglass Portugal has clearly defined the role of each of the surrounding areas.

"I am responsible for organizing, together with partner companies, the development of the concept, graphic proposal and events. Lastly, I am responsible for all the logistics of the event and also the assembly." (Interviewee A)

For an event to be exclusive and personalized, prior consultation with clients is necessary to understand their needs (Payne & Holt, 2001).

"Normally, my role involves a lot of direct contact with our customers, whether over the phone or in person, and face-to-face contact always ends up having a greater impact" (Interviewee C).

Digital communication will also have an important role, as it will allow for engagement with customers (Rust & Huang, 2014).

"I'm responsible for the online channel." (Interviewee B)

The literature states that to create a unique and relevant experience for the customer, segmentation is necessary (Puska, 2020). According to Interviewee E, Carglass Portugal carries out this segmentation and conducts research on content to be applied to specific segments. With this, interviewee D mentions that they apply a specified and targeted approach to each target audience, this will promote a personalization of the experience provided. Hence,

P1: The more clearly defined the roles and the more structured the planning, the more effective the execution of B2B events – but these remain necessary, not sufficient, conditions for success.

The literature argues that events play a very important role for companies, allowing them to generate networking and brand recognition. Getz (2008) argues that events will provide opportunities for collaboration between the organizer and the participant. In the case of Carglass, the opportunities it will generate will be the fact that insurance brokers will refer their clients to Carglass.

“it raises glass opportunities, because it is a recommendation from the broker to his insured.”

(Interviewee B)

In the case of Carglass, they use events to convey their value proposition to the most relevant customers in the sector. However, it is not part of the company culture to be present at events just for brand visibility.

“The importance of these events is that we can transmit our Value Proposition to the customers who are most relevant in this segment (Interviewee A)”

It is not part of our strategy to be present just for brand visibility” (Interviewee D)

Hence,

P2: The greater the alignment between the event and strategic opportunities (such as communicating the value proposition and brand visibility), the greater its perceived relevance in a B2B context.

Carglass Portugal is present at the events to support the growth of participants, interviewee D also mentions that this is one of the company's pillars. In other words, all the events that Carglass organizes are designed and executed in such a way as to promote the growth of those who participate, who, according to interviewee B, offer knowledge or experiences that help them to do their job better.

“An excellent example of this are our Workshops aimed at Brokers. In them, we are showing, with practical examples, tools that Brokers can use to leverage their businesses” (Interviewee A)

Events can have different formats, depending on the business objective, such as business conferences, trade fairs, webinars or informal meetings. Carglass Portugal is present at the events that it considers most relevant to its target audience, which are insurance companies, insurance brokers, car fleets and rent a cars. In this way, Carglass carries out different types of events depending on the needs of the segments.

“At Carglass Portugal, we believe it is essential to be present at the main events in the sector, namely those focused on insurers, insurance brokers and intermediaries, as well as car fleets and rent-a-cars.” (Interviewee D)

However, Carglass Portugal, in order to provide exclusive and unique experiences in the sector, focuses on events that are completely different from common events. This will allow to provide a memorable experience for the participant.

We have the Rally de Portugal event, which, despite having a more specific audience — those who really like motorsport — is always a success. (Interviewee C)

Kart Championship, an event that is now in its second edition and that aims to reward our Top brokers from each region — our Crème de la Crème.” (Interviewee C)

Hence,

P3: The more B2B events foster experiences beyond transactional relationships, the greater the creation of customer value through knowledge sharing, emotional connection and trust.

For any company, value proposition is the central concept for developing a business or marketing strategy (Payne et al. 2017) and events are no exception. In other words, value proposition is the set of benefits that a company provides to consumers, in order to satisfy their needs (Osterwalder et al. 2014). With this, Carglass Portugal begins by identifying the needs of the segments, then providing training that allows their growth.

“To do this, we identify topics and training that can help them evolve and strengthen their position in the market.” (Interviewee D)

Woodruff (1997) argues that customer value is the relationship between what is received (benefit) and what is given (cost). This is an advantageous factor for Carglass, because, according to interviewee C, all the events that Carglass organizes are completely free. Interviewee E comments that Carglass will transfer valid or relevant knowledge for the participant's role performance completely free of charge.

“... , besides being completely free...” (Interviewee C)

Whenever we talk about value, it is important to keep in mind a concept, which is the Value Curve. The value curve will allow companies to differentiate themselves from the competition by offering unique value propositions (Kim and Mauborgne, 2004). In other words, the value curve will allow identifying areas for improvement but also allows companies to differentiate themselves from the competition by delivering suggestions that are more adapted to consumers' needs (Pérez et al. 2010). According to interviewee E, one of the brokers' objectives is to satisfy their gaps, and with that, Carglass looks at the value curve to understand how to do it. In other words, Carglass Portugal uses the value curve (which differs from segment to segment) as a basis to be able to offer an advantageous and differentiating proposal to participants.

“Firstly, because it is based on the premise of Value Curves, previously identified by Research institutes that are references in the sector. Secondly, because we use this data to focus on solutions that will facilitate the development of our B2B clients' business.” (Interviewee A)

Following this value curve concept, Carglass creates unique and personalized experiences for each segment. This will be a differentiating factor in relation to the competition. In other words, Carglass stands out from the competition by promoting an increase in the value offered to customers. According to interviewee D, Carglass is the only company in the sector to organize its own large-scale events, focused on the customer and their growth.

“When we organize an event, we do not do so with the aim of promoting our services, but rather creating relevant moments that impact customers. From what I know, the competition, in the few initiatives it does carry out, focuses a lot on its business.” (Interviewee C)

As Carglass has been a pioneer in many of the actions it has carried out, the competition ends up imitating many of the events that the company has organized.

“What I know the competition does are a lot of “CopyCats”. In other words, we often hold an event and they try to replicate it a little.” (Interviewee E)

Hence,

P4: The more events are used to demonstrate unique capabilities, brand personality and innovation, the stronger their role in strategic differentiation.

For Carglass Portugal, in addition to having the main objective of supporting the growth of those who participate in these events, its objective is to strengthen long-term relationships with participants. Interviewee A believes that face-to-face interaction will make the experience more personal and impactful. He also argues that this will make it possible to create a close relationship with those who participate, getting to know them personally.

"These moments provide a more relaxed environment and allow for closer relationships in an informal context, which is essential for strengthening medium and long-term partnerships."

(Interviewee D).

Hence,

P5: The more personalized the event experience, the stronger the long-term relationship established between the company and the client.

This proximity to the client is important from the beginning to the end of the event. In other words, it is necessary to involve the customer in the creation of the value proposition (Sheth, et al. 2000). Carglass Portugal does this well, Interviewee A says that the company starts by carrying out constant research and meetings to align the event's objective. In other words, according to Interviewee E, listening to the customer is essential, allowing for better personalization of the experience (Payne & Holt, 2001). Then, the company will start by developing a proposal that considers the customers' needs (Romiti & Sarti, 2016). At the end of the event, will collect feedback from participants using Qualtrics or through small conversations with those who were present at the event. This will allow us to know the positive aspects and the aspects that need improvement (Duarte, 2009). Customer-centric events provide unforgettable experiences, strengthening the relationship between the company and the participants.

"Our focus is always on our customers and how we can surprise them, support them and improve their performance. Our entire strategy is designed with this purpose in mind, and event planning and execution is a key part of this positioning." (Interviewee D)

Hence,

P6: The greater the application of customer-centric approach during B2B events (e.g. active listening, personalization, continuous interaction), the higher the level of customer engagement and memorability of the experience.

At the end of each event, it is necessary to understand customer satisfaction. In the literature, it is stated that customer satisfaction is the emotional state that results from the comparison between the actual service experience and the customer's expectations (Fornell 1992). One tool used to measure satisfaction is NPS (Reichheld, 2003). Carglass uses this tool to measure the impact the event had, and according to Interviewee D, the events have an NPS of 4.8 out of 5, which proves that customers are satisfied at the end of each event. Regarding retention, the literature states that the continuous delivery of value above customer expectations leads to their satisfaction and consequently their retention, that is, satisfaction is essential for retention (Anderson et al. 2004). Carglass measures this retention through the number of participants who return to a company event.

"In addition, we see that 80% of our customers in these actions are recurring, that is, they are returning to our events or stands." (Interviewee A)

Hence,

P7: The more an event exceeds customer expectations, the greater the impact on customer satisfaction and retention.

Finally, when it comes to measuring the success of an event, the literature states that we can use indicators such as the number of participants present (Getz, 2008), a factor that is mentioned by Interviewee A. As discussed previously, one of the metrics for measuring success is the NPS, which serves as an indicator of consumer recommendation (Reinchheld, 2003). Interviewee A reports that this tool is the main indicator.

"Our main indicator is NPS" (Interviewee A)

Another method of measuring success is the economic impact on the company's business (Perez et al. 2010). To prove this, interviewee D reports that Carglass Portugal uses ROI to measure the success of an event. However, in the

case of Carglass, this will be obtained through the number of sales, a factor defended by Interviewee E.

“what we seek to understand is the return on investment of the event, and we also look at more general metrics, for example sales” (Interviewee E)

And also, according to Interviewee B, by the number of QIVs sent (“number of QIVs sent (the reward for being part of the Carglass)”).

“At the end of each event, we send a satisfaction survey, where we analyze several metrics and calculate the NPS (4.8/5 in 2024)” (Interviewee D)

Hence,

P8: The more B2B event success is measured through a combination of short-term (e.g. attendance) and long-term (e.g. business growth) indicators, the more accurate and actionable the evaluation becomes.

Chapter 5

5. Conclusions

5.1. Theoretical Framework

This study aims to answer the question: "How event management influences B2B customer value?". Through the combination of literature review and empirical research, essential conclusions emerged that highlight the importance of event management strategy in creating value.

In business activity, B2B event management has been increasingly valued as a strategic tool capable of promoting relationships and generating value for the customer (Gezt, 2008). Thus, this study demonstrated that the value of events goes far beyond tactical execution. The success of a B2B event depends on its logistical efficiency, but also on its alignment with strategic objectives, its capacity to co-create value and its potential to generate an emotional connection. In this context, the existence of structured planning and well-defined roles emerged as a fundamental pillar for execution. However, it was found that these factors, by themselves, are not enough: their effectiveness depends on the integration of a strategic and customer-centric vision.

Additionally, the study revealed that events become truly relevant to B2B customers when used as instruments to communicate the value proposition in a personalized and targeted way to participants (Puska, 2020). Instead of being a stage for promoting services or products, events become a platform for expressing the brand's personality and innovation. When this happens, the client's perceived value increases.

It is also important to highlight that creating value for the customer, through events, depends on the ability to provide experiences that go beyond the functional benefit. When an event promotes knowledge sharing, emotional

involvement and moments of trust building, it becomes an experience that strengthens the relationship between customer and company. This shows that personalization is a key factor in building long-term loyalty.

With this comes another important factor, which is customer engagement throughout the entire event journey (Sheth et al. 2000) - before, during and after the event. When a customer-centric approach is adopted, which prioritizes active listening, personalization and continuous monitoring, the memorability of the event increases. This will increase satisfaction levels and also the emotional connection to the brand.

It was also found that customer satisfaction and retention are linked to exceeding their expectations (Anderson et al. 2004). It is not the achievement of expectations that creates loyalty, but rather their surpassing, the surprises provided.

However, this study also highlighted some challenges associated with measuring the real impact of events. While metrics like engagement rate and lead capture are often used, they offer limited insight. It is necessary to combine short-term metrics with long-term indicators - such as customer retention, customer loyalty and business growth. This will allow for a more detailed and meaningful analysis of the event's effectiveness.

In this sense, the present study proposes eight propositions that emerged from the empirical analysis and comparison with the literature. These propositions represent interconnected conditions and relationships that explain how event management contributes to value creation in the B2B sector. They are presented in the final theoretical framework (Figure 5) and can serve as a basis for future investigations.

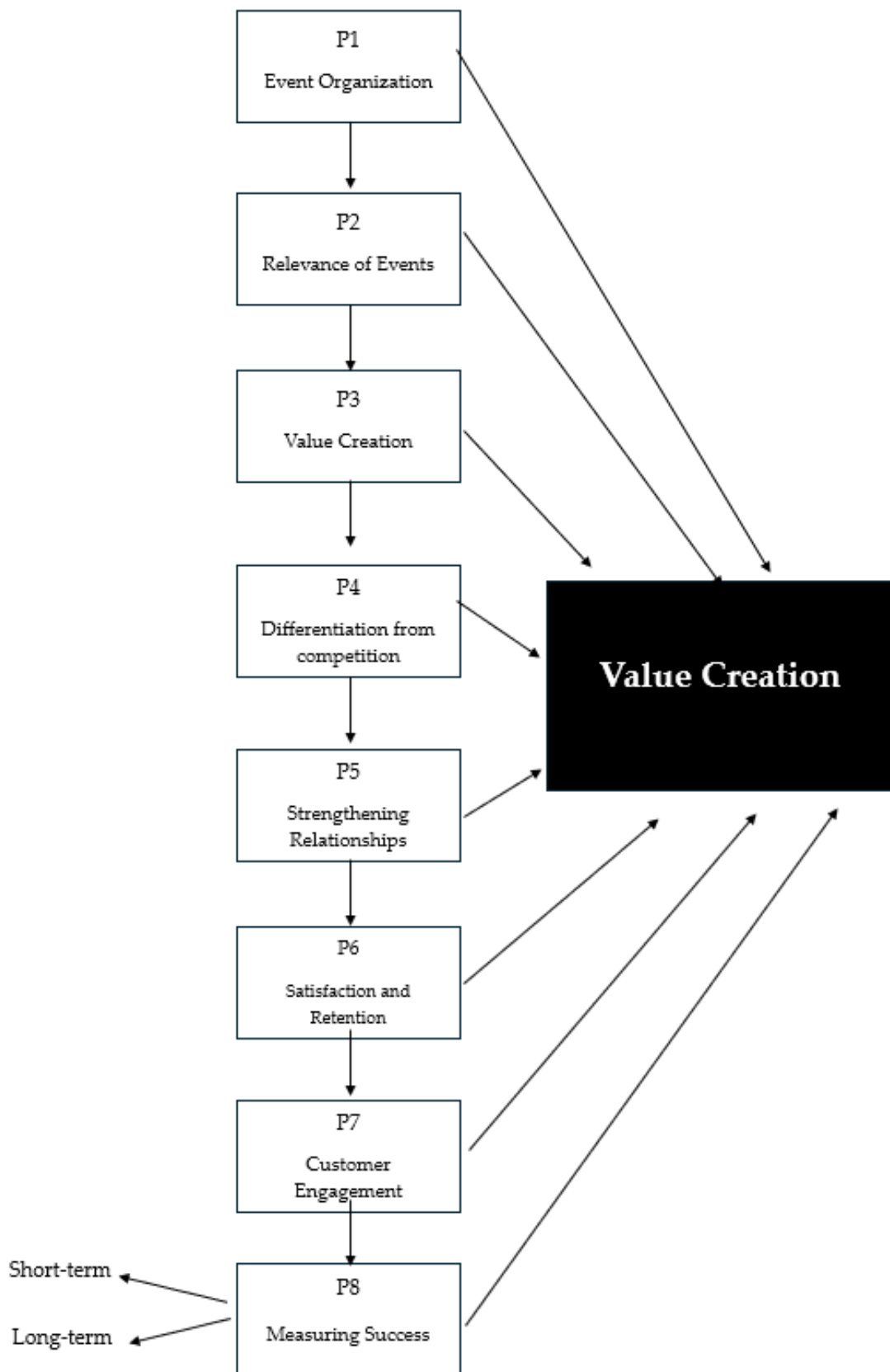


Figure 5 - Final Theoretical Framework. Self Elaboration

5.2. Limitations

While this study provides valuable insights into the role of event management in creating value for B2B customers, some areas warrant further investigation. One limitation identified is the focus on a single company, within a very specific sector.

Additionally, the scarcity of literature on the influence of event management on value creation in the B2B sector made theoretical foundation difficult. Although the literature review allowed us to identify relevant approaches, research on the topic is still limited, limiting the generalization of the results.

The sample used also represents a limitation. The data were collected from a small number of participants. For future investigations, it is advisable to include a broader and more diverse sample.

Finally, qualitative research requires a detailed and in-depth interpretation of the data collected, which may have led to interpretative errors. Although measures were adopted to prevent this from happening, such as the triangulation of sources and the creation of a structured script for the interviews, it is possible that some insights were influenced by personal perceptions of the participants and the researcher.

5.3. Suggestions for future research

Future research should continue to explore the impact of event management on B2B customer value, increasing theoretical and empirical understanding of its impact on business relationships. Future studies could examine the long-term effects of event management strategies on customer retention and satisfaction, especially in industries where this is essential for continued success. It would also be relevant to analyse the impact of different types of events - in-person vs. digital.

A relevant topic is the comparison between B2B and B2C contexts. In other words, understanding how event management influences customer value and how it is perceived by customers. In addition, longitudinal studies that monitor the evolution of customers' brand perception, before and after participation in corporate events, would be welcome.

5.4. Practical implications

At a practical level, this study provides managers with a comprehensive theoretical framework to understand how event management influences customer value in the B2B context. Adopting insights from this research will allow companies to compare their strategies, identifying points for improvement and good practices that may not yet be implemented.

As a result, the conclusions of this study serve as a strategic guide for companies to use event management as a strategic element in the value proposition for customers. This encourages companies to plan and execute events that strengthen customer relationships and subsequently help retain them. By efficiently structuring all their event management processes, companies can measure the impact of the event, not only on business, but also on loyalty and satisfaction.

Furthermore, the integration of event management into a broader customer value creation strategy allows the company to differentiate itself from its competition in the B2B market. By focusing on co-creation and experiential elements, organizations can increase the perceived value of their events, reinforcing their positioning in the market.

Declaration of generative AI and AI-assisted technologies in the writing process

During the preparation of my written work/thesis, Event Management and B2B Customer Value: The case of Carglass Portugal, [ChatGPT] was(were) used for the following tasks: [structure a work plan, help in finding synonyms and managing my time], with the prompts used listed at the end of the document in the Prompts List section. After using this(these) tool(s)/service(s), I reviewed and edited the content as necessary, and I take full responsibility for the content of the work presented.

I also declare that I am aware of and respect the Artificial Intelligence Rules of Conduct of Católica Porto Business School.

References

- Adeoye-Olatunde, O. A., & Olenik, N. L. (2021). Research and scholarly methods: Semi-structured interviews. *JACCP Journal of the American College of Clinical Pharmacy*, 4(10), 1358–1367. <https://doi.org/10.1002/jac5.1441>
- Anderson, E. W., Fornell, C., Mazvancheryl, S. K., Simon, C., Frankel, R., Priester, J., Batra, R., Roy, T., Ghosh, M., & Rego, L. (2004). Customer Satisfaction and Shareholder Value. In *Journal of Marketing* (Vol. 68).
- Ballantyne, D. (2003). A relationship-mediated theory of internal marketing. *European Journal of Marketing*, 37(9), 1242–1260. <https://doi.org/10.1108/03090560310486979>
- Ballantyne, D., Frow, P., Varey, R. J., & Payne, A. (2011). Value propositions as communication practice: Taking a wider view. *Industrial Marketing Management*, 40(2), 202–210. <https://doi.org/10.1016/j.indmarman.2010.06.032>
- Bladen, C., Kennl, J., Abson, E. & Wilde. N. (2022). Event Management: An Introduction (3rd ed.). Routledge. <https://doi.org/10.4324/9781003102878>
- Bolton, R. N., Kannan, P. K., & Bramlett, M. D. (2000). Implications of Loyalty Program Membership and Service Experiences for Customer Retention and Value. In *Journal of the Academy of Marketing Science* (Vol. 28, Issue 1).
- Boyd, D. M., & Ellison, N. B. (2007). Social network sites: Definition, history, and scholarship. *Journal of Computer-Mediated Communication*, 13(1), 210–230. <https://doi.org/10.1111/j.1083-6101.2007.00393.x>
- Cachero-Martínez, S., & Vázquez-Casielles, R. (2017). Stimulating Curiosity and Consumer Experience in a Retailer. *American Journal of Industrial and Business Management*, 07(04), 473–486. <https://doi.org/10.4236/ajibm.2017.74034>
- Carglass. <https://www.carglass.pt/pt/sobre-carglass/>

- Church, R. M. (2002). The effective use of secondary data. *Learning and Motivation*, 33(1), 32–45. <https://doi.org/10.1006/lmot.2001.1098>
- Coelho, P. S., & Henseler, J. (2012). Creating customer loyalty through service customization. *European Journal of Marketing*, 46(3–4), 331–356. <https://doi.org/10.1108/03090561211202503>
- Dawes, J. G. (2024). The net promoter score: What should managers know? *International Journal of Market Research*, 66(2–3), 182–198. <https://doi.org/10.1177/14707853231195003>
- Dick, A. S., & Basu, K. (1994). *Customer Loyalty: Toward an Integrated Conceptual Framework*.
- Duarte, T. (2009). A possibilidade da investigação a 3: reflexões sobre triangulação (metodológica). CIES e-Working Paper N.º 60/2009. <http://hdl.handle.net/10071/1319>
- Eggert, A., Ulaga, W., Frow, P., & Payne, A. (2018). Conceptualizing and communicating value in business markets: From value in exchange to value in use. *Industrial Marketing Management*, 69, 80–90. <https://doi.org/10.1016/j.indmarman.2018.01.018>
- Ezeh, P.J. (2003). Participant Observation. *Qualitative Research*, 3(2), 191-205. <https://doi.org/10.1177/14687941030032003>
- Fitzpatrick, R. (1991). Surveys of patient satisfaction: I - Important general considerations. *British Medical Journal*, 302(6781), 887–889. <https://doi.org/10.1136/bmj.302.6781.887>
- Fornell, C. (1992). A National Customer Satisfaction Barometer: The Swedish Experience. *Journal of Marketing*, 56, 6-21. <https://doi.org/10.2307/1252129>
- Georiadis, E.; Biddle, S. J. H. & Auweele, Y. V (2001). Cognitive, emotional and behavioural connotations of task and ego goal orientation profiles: An ideographic approach using hierarchical class analysis. *International Journal of Sport Psychology*. 32: 1-20.

- Getz, D. (2008). Event tourism: Definition, evolution, and research. *Tourism Management*, 29(3), 403–428. <https://doi.org/10.1016/j.tourman.2007.07.017>
- Ginsberg, A. (1996). *Re-Inventing Value Propositions*. <https://www.researchgate.net/publication/228141310>
- Hox, J. J., & Boeijs, H. R. (2005). *Data Collection, Primary vs. Secondary*.
- Instituto da Mobilidade e dos transportes, I.P. (2023). Anuário Estatístico da Mobilidade e dos transportes.
- Jansen, H. (2010). *The Logic of Qualitative Survey Research and its Position in the Field of Social Research Methods*. <http://www.qualitative-research.net/>
- Kim, W. C., & Mauborgne, R. (2005). Value innovation: A leap into the blue ocean. In *Journal of Business Strategy* (Vol. 26, Issue 4, pp. 22–28). <https://doi.org/10.1108/02756660510608521>
- Kotler, P., & Armstrong, G. (2014). *Principles of Marketing* (15th ed.). New York: Pearson Publishing.
- Kotler, P., & Keller, K. L. (2016). *Marketing Management* (15th ed.). Pearson Education
- Lanning, M. J. (1998). *An introduction to the market-focused philosophy, framework and methodology called Delivering Profitable Value*.
- Lanning, M.J. and Michaels, E.G. (1988) A Business Is a Value Delivery System. McKinsey Staff Paper.
- LeCompte, M. D. (2000). Analyzing qualitative data. *Theory into Practice*, 39(3), 146–154. https://doi.org/10.1207/s15430421tip3903_5
- Lemon, K. N., & Verhoef, P. C. (2016). Understanding customer experience throughout the customer journey. *Journal of Marketing*, 80(6), 69–96. <https://doi.org/10.1509/jm.15.0420>
- Leninkumar, V. (2017). The Relationship between Customer Satisfaction and Customer Trust on Customer Loyalty. *International Journal of Academic Research in Business and Social Sciences*, 7(4). <https://doi.org/10.6007/ijarbss/v7-i4/2821>

- Lusch, R., & Vargo, S. L. (2006). *Service-Dominant Logic as a Foundation for a General Theory*. <https://www.researchgate.net/publication/235361145>
- Lv, Y. (2017) The Business Model Study on Red Collar Group: Based on the Perspective of Blue Ocean Strategy. *Chinese Studies*, 6, 123-131. [10.4236/chnstd.2017.62011](https://doi.org/10.4236/chnstd.2017.62011).
- Maxwell, J. A. (2012). The Importance of Qualitative Research for Causal Explanation in Education. *Qualitative Inquiry*, 18(8), 655–661. <https://doi.org/10.1177/1077800412452856>
- Osório, M. A. A. M. P. (2021). Revisiting the relationship between CRM, business strategy and firm performance by complementing the sources-position-performance framework with value curve analysis: an empirical study of competitiveness in the industrial and small business segments of the liberalized electricity market in Portugal. <http://hdl.handle.net/10400.14/36111>
- Osterwalder, A., Pigneur, Y., Bernarda, G., Smith, A. and Papadacos, T. (2014) *Value Proposition Canvas*. Wiley, Hoboken.
- Payne, A., Frow, P., & Eggert, A. (2017a). The customer value proposition: evolution, development, and application in marketing. *Journal of the Academy of Marketing Science*, 45(4), 467–489. <https://doi.org/10.1007/s11747-017-0523-z>
- Payne, A., Frow, P., & Eggert, A. (2017b). The customer value proposition: evolution, development, and application in marketing. *Journal of the Academy of Marketing Science*, 45(4), 467–489. <https://doi.org/10.1007/s11747-017-0523-z>
- Payne, A., & Holt, S. (2001). Diagnosing Customer Value: Integrating the Value Process and Relationship Marketing. *British Journal of Management*, 12(2), 159–182. <https://doi.org/10.1111/1467-8551.00192>

- Pérez, P. B., González-Cruz, M., & Pastor-Ferrando, J. P. (2010). Analysis of construction projects by means of value curves. *International Journal of Project Management*, 28(7), 719–731. <https://doi.org/10.1016/j.ijproman.2009.11.003>
- Pine, B. J., & Gilmore, J. H. (1998). Welcome to the experience economy. *Harvard Business Review*.
- Prahalad, C. K., & Ramaswamy, V. (2004). *Co-creating unique value with customers*.
- Puska, H. (2020). Planning and Organizing an Event. HAMK.
- Rababah, K.; Mohd, H. & Ibrahim, H. (2011). Customer Relationship Management (CRM) Processes from theory to practice: The Pre-implementation plan of CRM System. 10.17706/IJEEEE
- Reichheld, F. F. (2003). *The One Number You Need to Grow*. www.hbr.org
- Romiti, A., & Sarti, D. (2016). Service Quality Experience and Customers' Behavioural Intentions in Active Sport Tourism. *Modern Economy*, 07(12), 1361–1384. <https://doi.org/10.4236/me.2016.712127>
- Rosário, A. & Casaca, J.A.. Relationship Marketing and Customer Retention - A Systematic Literature Review. *Studies in Business and Economics*, 2023, Lucian Blaga University of Sibiu, vol. 18 no. 3, pp. 44-66. <https://doi.org/10.2478/sbe-2023-0044>
- Rust, R. T., & Huang, M. H. (2014). The service revolution and the transformation of marketing science. *Marketing Science*, 33(2), 206–221. <https://doi.org/10.1287/mksc.2013.0836>
- Schmitt, B. (1999). Experiential Marketing. *Journal of Marketing Management*, 15(1–3), 53–67. <https://doi.org/10.1362/026725799784870496>
- Shafiq, M., Tasmin, R., Takala, J., Qureshi, M. I., & Rashid, M. (2017). RELATIONSHIP OF BLUE OCEAN STRATEGY AND INNOVATION PERFORMANCE, AN EMPIRICAL STUDY. In *City University Research Journal Special Issue: AIC, Malaysia PP*.

- Sheth, J. N., Sisodia, R. S., & Sharma, A. (2000). The Antecedents and Consequences of Customer-Centric Marketing. In *Journal of the Academy of Marketing Science* (Vol. 28, Issue 1).
- Sikri, A., Jameel, R., Idrees, S. M., & Kaur, H. (2024). Enhancing customer retention in telecom industry with machine learning driven churn prediction. *Scientific Reports*, 14(1). <https://doi.org/10.1038/s41598-024-63750-0>
- Thomas, D. R. (2006). A General Inductive Approach for Analyzing Qualitative Evaluation Data. *American Journal of Evaluation*, 27(2), 237–246. <https://doi.org/10.1177/1098214005283748>
- Thompson, F. M., & Chmura, T. (2015). *Loyalty Programs in Emerging and Developed Markets: The Impact of Cultural Values on Loyalty Program Choice*.
- Treacy, M., & Wiersema, F. (1992). *Customer Intimacy and Other Value Disciplines*. *Harvard Business Review*.
- Vargo, S. L., Lusch, R. F., Vargo Is Visiting Professor Of Marketing, S. L., Smith, R. H., Hunt, S., Laczniak, G., Malter, A., Morgan, F., & O'brien, M. (2004). A New Dominant Logic / 1 Evolving to a New Dominant Logic for Marketing. In *Journal of Marketing* (Vol. 68).
- Veluswamy, S., Babu, A., Shah, P., & Maiya, A. (2013). Clinical trial registration in physiotherapy research. *Perspectives in Clinical Research*, 4(3), 191. <https://doi.org/10.4103/2229-3485.115387>
- Visão (2024). Tudo o que precisa de saber sobre o sistema ADAS (ou como manter-se mais seguro na estrada). <https://visao.pt/conteudopatrocinado/2024-07-15-sistema-adas-precisa-saber-sobre-manter-se-seguro-na-estrada/>
- Westbrook, R. A., & Oliver, R. L. (1991). The Dimensionality of Consumption Emotion Patterns and Consumer Satisfaction. *Journal of Consumer Research*, 18(1), 84. <https://doi.org/10.1086/209243>

- Woodruff, R. B. (1997). MARKETING IN THE 21ST CENTURY Customer Value: The Next Source for Competitive Advantage. In *Journal of the Academy of Marketing Science* (Vol. 25, Issue 2).
- Yin, R. K. (2018). *Case Study Research and Applications: Design and Methods* (6th ed.) SAGE.

Annexes

Annex 1: Example of training provided by Carglass



ADAS
SISTEMAS AVANÇADOS DE
ASSISTÊNCIA AO CONDUTOR
BY CARGLASS®



A SEGURANÇA
A PREVENÇÃO
O DESAFIO
O FUTURO
é agora.

SESSÃO DE FORMAÇÃO E DEMONSTRAÇÃO
Carglass® Sintra - Beloura 20 DE OUTUBRO | 10H30
Centro Empresarial Sintra estoril VIII - Linhó - Edifício G, 2710-297 SINTRA



ÁREA DE MEDIAÇÃO <
DE SINTRA



FIDELIDADE
SEGUROS DESDE 1894

Contamos com a sua presença!

CARGLASS®

TÉCNICOS
Certificados em
calibração ADAS



IMI
INSTITUTE
OF MOTOR
INDUSTRY

Annex 2: Example of a workshop carried out by Carglass Portugal

ACCELERAR
O AMANHÃ 20/24

powered by
CARGLASS

INSCREVA-SE JÁ

SETÚBAL · 20 NOV · 14H30

BBC - BACALHOA BERARDO COLLECTION

TALK

Especialista em Alta Performance

Saiba como gerir o stress e otimizar o desempenho profissional e a performance das equipas.

MESA REDONDA

Ao volante do digital

Case studies e Q&A
Desmistificar o Marketing Digital como ferramenta para atrair clientes através da Internet.

OFERTA

START STOP

EVENTO EXCLUSIVO PARA O SETOR SEGURADOR
COM ENTREGA DE CERTIFICADO DE PARTICIPAÇÃO

Annex 3: Example of an IPSS supported by Carglass Portugal

**TUDO O EVENTO
PODE SER UM
MOMENTO
SOLIDÁRIO**



IPSS: AVA - Associação Viver Alfena



**11 MAR
09H00**
ABERTURA NOVA LOCALIZAÇÃO
CARGLASS® ALFENA

CONTRIBUA CONNOSCO NA
**ANGARIAÇÃO DE
ENLATADOS E ARROZ**

Appendices

Appendix 1: Interview Guide

Interview Script

1. What is your name and position at Carglass Portugal? Have you ever participated in organizing events for B2B clients? If so, what was your role?
2. What types of events organized by Carglass do you consider most relevant for B2B customers? Why?
3. What kind of feedback do you usually receive from customers and how do you evaluate it?
4. How do events organized by Carglass Portugal contribute to creating value for B2B customers?
5. In your opinion, how does the experience provided by Carglass Portugal differ from the competition?
6. How do events help strengthen customer relationships?
7. To what extent do events help increase customer satisfaction and retention?
8. How does Carglass Portugal involve customers in the planning and execution of events?
9. How is the success of events provided by Carglass measured (metrics and indicators)?

Appendix 2: Consent form

Formulário de Consentimento

Título do projeto: Event management and B2B customer value: The case of Carglass.

Investigador Responsável: Rodrigo Pardalejo

Contacto: s-rpardalejo@ucp.pt

Instituição: Católica Porto Business School

Objetivo do estudo:

Este estudo tem como objetivo compreender o impacto de eventos corporativos na criação de valor para clientes B2B.

Procedimentos:

Se aceitar participar, será solicitado a responder a um questionário. A participação terá a duração de 30 minutos.

Riscos e Benefícios:

A participação neste estudo não envolve riscos. Os benefícios incluem contribuir para a compreensão do impacto das estratégias de gestão de eventos na criação de valor para os clientes B2B, proporcionando insights relevantes para praticas empresariais e futuras pesquisas na área.

Confidencialidade:

As informações recolhidas serão mantidas em sigilo e usadas unicamente para fins académicos.

Voluntariedade.

A sua participação é totalmente voluntaria, podendo desistir a qualquer momento, sem necessidade de justificar e sem qualquer prejuízo.

Consentimento:

Declaro que li e compreendi as informações acima.

Concordo em participar no estudo.

Não concordo em participar no estudo.

Nome do participante: _____

Data: ___/___/___

Assinatura: _____



Appendix 3: Interviewee A

1. What is your name and position at Carglass? Have you ever participated in organizing events for B2B clients? If so, what was your role?

Marketing Manager. I have participated in several B2B events at Carglass, aimed at Insurance Companies and Insurance Brokers, as well as truck fleet owners. My role is to define how Carglass will participate in the event (e.g.: through stands, panels or just communication). In addition, I am responsible for organizing, together with partner companies, the development of the concept, graphic proposal and dynamics at events. Finally, I am responsible for all the logistics of the event and also the setup.

2. What types of events organized by Carglass do you consider most relevant for B2B customers? Why?

We only hold events that are relevant to our B2B target.

Therefore, they are all important, as they aim to establish a partnership relationship with our customers. We can mention as the most important the National Insurance Forum, held by ECO, our Workshops for Brokers and the ANTRAM National Congress. At these events we have the true opinion leaders from two of our main B2B customer segments: Brokers and Heavy Fleet Owners. The importance of these events is that we are able to convey our Value Proposition to the customers who are most relevant in these segments.

3. What kind of feedback do you usually receive from customers and how do you evaluate it?

We routinely conduct formal post-event evaluations for all of our engagements. It is usually done through Google Forms and aims to measure the NPS (Net Promoter Score) level of the audience, as well as points to be improved.

The vast majority of our feedback is usually positive. We have an average NPS of over 80% at events and we evaluate every comment made. We separate them into positive, negative and neutral. We deal with the negatives, responding to them and seeking to improve the points presented.

4. How do events organized by Carglass contribute to creating value for B2B customers?

We are always based on what we call the Value Curve.

Through research, we identify the main needs of our clients and seek to resolve them through proposals presented at events. An excellent example of this are our Workshops aimed at Brokers. In them, we are showing, with practical examples, tools that Brokers can use to leverage their businesses. The last one had as its theme the development of a digital strategy for capturing Leads, and showed real cases of Brokers implementing tools to increase customer traffic.

5. In your opinion, how does the experience provided by Carglass differ from the competition?

Firstly, because it is based on the premise of Value Curves, previously identified by Research institutes that are references in the sector. Second, because we use this data to focus on solutions that will facilitate the development of our B2B clients' business. Finally, Carglass' level of investment in these initiatives far exceeds that of its competitors.

6. How do events help strengthen customer relationships?

The main point is to bring this relationship face to face, making the experience more personal and impactful. We use these events to strengthen our partnerships and also to create a dialogue with our customers by meeting them in person. Great business opportunities have emerged from these events and, in them, our employees are true ambassadors of the Carglass brand.

7. To what extent do events help increase customer satisfaction and retention?

According to the NPS results measured and the number of customers who honor us at events, we can say with certainty that there is a direct correlation in the increase in services in some segments. Furthermore, we see that 80% of our customers in these actions are recurring, that is, they are returning to our events or stands.

8. How does Carglass involve customers in the planning and execution of events?

In cases where the event is owned by Carglass, we conduct ongoing research and meetings with our clients to align the objective and scope of the initiative. The concrete value proposition is always aligned with some specific identified need. At events in which Carglass participates, we always ask for the terms of reference and carefully evaluate what is necessary to deliver a product that meets the proposed agenda.

Periodic meetings are also held to ensure we are meeting the needs of our B2B customers.

9. How is the success of events provided by Carglass measured (metrics and indicators)?

As mentioned previously, our main indicator is NPS.

In addition, we use as metrics the number of interactions, in cases where we are present with a Stand, and also the number of people present, in cases where the event is owned by Carglass.

END

Appendix 4: Interviewee B

- 1. What is your name and position at Carglass? Have you ever participated in organizing events for B2B clients? If so, what was your role?**

I am responsible for the online channel. I have participated in several events for the mediation network.

- 2. What types of events organized by Carglass do you consider most relevant for B2B customers? Why?**

Events that consolidate the relationship with the mediation network. This is a segment that, when well-worked, generates glass opportunities, because it is a recommendation from the broker to its insured.

- 3. What kind of feedback do you usually receive from customers and how do you evaluate it?**

The feedback is very positive, especially because all the events have a component that is very much in line with the needs of the mediation network.

- 4. How do events organized by Carglass contribute to creating value for B2B customers?**

Value is created by providing knowledge (through tools or tactics) or experiences that help them do their job better – whether that's retention or acquiring new insurance portfolio.

- 5. In your opinion, how does the experience provided by Carglass differ from the competition?**

As, in these events, we position ourselves more in a relational sense and less transactional or in promoting the Carglass brand, the mediation

network feels valued with this value proposition that, above all, is designed and adjusted to their needs.

6. How do events help strengthen customer relationships?

As I said, if the mediation network feels that it is appreciated. For example, last year we offered 5 brokers the opportunity to digitally transform their business and tools to increase their performance, i.e. stress management. In the end, it was a true success, starting with the heartfelt gratitude we received from those who participated and those outside who recognized its value in better performing their daily tasks, given its immense practical applicability.

7. To what extent do events help increase customer satisfaction and retention?

As I mentioned, when events are created based on the interests and needs of the audience, their practical applicability increases the relevance of the action or initiative, which means that satisfaction is proportional to the feeling of belonging that is created, because they feel that Carglass meets their needs and expectations.

8. How does Carglass involve customers in the planning and execution of events?

Through the collection of pre- and post-event feedback. But also by creating initiatives that involve them directly and, under the premise that they always add value to your mediation business.

9. How is the success of events provided by Carglass measured (metrics and indicators)?

Retention rate (total number of brokers in the QIV network); conversion rate (new brokers) - example opening a new agency in a given region; number of QIVs

sent (the reward for being part of the Carglass community), event attendance rate, email opening rate – which demonstrate the engagement of brokers across the board.

END

Appendix 5: Interviewee C

1. What is your name and position at Carglass? Have you ever participated in organizing events for B2B clients? If so, what was your role?

I am Sales Field & Team Leader at Carglass. Yes, I had the opportunity to participate in organizing events for B2B clients.

Typically, my role involves a lot of direct contact with our customers, whether over the phone or in person, and face-to-face contact always ends up having a greater impact. As we work in a company with a strong social focus, whenever we organize an event, we contact a local IPSS so that our guests can contribute symbolically, offering some essential good. After the event, I usually do a follow-up on the next visit to the client, to find out if they really valued our action and, of course, to gather suggestions that can help us improve future events.

2. What types of events organized by Carglass do you consider most relevant for B2B customers? Why?

In my opinion, the events that Carglass organizes and that I consider most relevant for B2B customers are the following. First of all, I would like to highlight the free workshops that we organize specifically for our mediation network. These events are very important because, in addition to being completely free, they end up having a direct impact on our clients' businesses, adding value to them. We usually bring in speakers, some better known than others, but who, due to their experience and knowledge, end up naturally attracting the presence of participants.

Then we have the Rally de Portugal event, which, despite having a more specific audience — those who really like motorsport —, is always a success. It is a unique and exclusive experience that is not within everyone's reach.

Our customers have the opportunity to experience the pit environment, where they can closely follow the teams working on vehicle maintenance and even

interact with the driver (Armando Araujo). In addition, we offer private transportation for the route and a special lunch in the pits, which makes the whole experience even more memorable.

Finally, I cannot fail to mention the Kart Championship, an event that is now in its second edition and which aims to reward our Top brokers from each region – our Crème de la Crème. This event has a special energy and always has the presence of Armando Araújo, the rally driver we sponsor. Your presence adds an exclusive touch to the experience and undoubtedly makes the event even more special for those who attend.

3. What kind of feedback do you usually receive from customers and how do you evaluate it?

The feedback I receive at the end of events is, most of the time, extremely positive and they express this satisfaction in different ways. Many, right at the end of the event, made a point of congratulating us on the organization, highlighting the relevance of the topics covered. Then there are those who like to share their experience on social media, thanking Carglass for the invitation and the opportunity to participate. I also receive thank you messages at the end of the day, or in the following days, praising the organization, content and experience.

4. How do events organized by Carglass contribute to creating value for B2B customers?

I have already answered in the previous questions.

5. In your opinion, how does the experience provided by Carglass differ from the competition?

Carglass stands out for its exclusivity and focus on adding value to its customers. When we organize an event, we do not do so with the aim of promoting our services, but rather to create relevant moments that impact

customers. From what I know, the competition, in the few initiatives you undertake, focuses a lot on your business.

6. How do events help strengthen customer relationships?

We believe that this way of organizing something for our customers, which enriches their daily lives and their business, is the best way to strengthen, increase and build customer loyalty to Carglass in a genuine and free way, there is no such thing as a free lunch. In return, I believe, we remain at the Top of Mind of our partner who, when referring a client, will not hesitate to refer them to us.

7. To what extent do events help increase customer satisfaction and retention?

I think this question has already been answered in the previous question.

8. How does Carglass involve customers in the planning and execution of events?

(did not answer)

9. How is the success of events provided by Carglass measured (metrics and indicators)?

The most direct way to measure the impact of our events is to analyze the production of customers present before (6 months) and after (6 months) the event. However, given that not all customers use our platform that allows them to open a process with complete convenience, we are unable to measure events 100%

END

Appendix 6: Interviewee D

1. What is your name and position at Carglass? Have you ever participated in organizing events for B2B clients? If so, what was your role?

I am Head of Sales at Carglass Portugal. The Carglass sales team has several B2B initiatives, both participating in and organizing events. We are present at B2B events with brokers and insurance companies, with the aim of promoting our services and value proposition.

In addition, we organize around 10 annual events at a national level, with more than 120 participants per event, always with the purpose of adding value to our B2B partners.

2. What types of events organized by Carglass do you consider most relevant for B2B customers? Why?

At Carglass Portugal, we believe it is essential to be present at the main events in the sector, namely those focused on insurers, insurance brokers and intermediaries, as well as car fleets and rent-a-car. All of these events are relevant, as long as we have a valid value proposition to justify our participation. It is not part of our strategy to be present just for brand visibility; We always seek to have a specific approach focused on the event's audience, clearly demonstrating our value.

3. What kind of feedback do you usually receive from customers and how do you evaluate it?

The feedback is, for the most part, very positive, especially at the events we organize. As I mentioned in the previous answer, every event we participate in or organize has a well-defined purpose, logic and objective. Our activations and initiatives are always designed to add value to customers and partners.

4. How do events organized by Carglass contribute to creating value for B2B customers?

One of Carglass' strategic pillars is to support the growth of our partners. To do this, we identify topics and training that can help them evolve and strengthen their position in the market. This positioning allows us to be seen as true business partners, and not just as suppliers. Our approach promotes relationships of trust and medium and long-term sustainability.

5. In your opinion, how does the experience provided by Carglass differ from the competition?

The experience we provide at events is clearly different.

Firstly, because we are the only company in the sector to organize our own large-scale events, focused on our customers and their growth. We create memorable moments that go beyond simple networking, reinforcing the value of partnership and actively contributing to the success of our clients.

6. How do events help strengthen customer relationships?

In addition to the institutional events and B2B training organized by Carglass, we also promote events of a more relational nature, such as football matches, monitoring rally competitions or wine tasting. These moments provide a more relaxed environment and allow for closer relationships in an informal context, which is essential for strengthening medium and long-term partnerships.

7. To what extent do events help increase customer satisfaction and retention?

The training events we organize have an NPS of 4.8 out of 5, which proves that customers recognize and value our effort in helping them grow. Our entire event strategy is developed with the aim of generating satisfaction and retention, always based on a relationship of trust and partnership, and not on a merely

commercial logic. When we reach this level of recognition, we know we are on the right track.

8. How does Carglass involve customers in the planning and execution of events?

Our sales department works mainly with insurance brokers and intermediaries (around 10,000 in Portugal) and with car fleets (mostly companies). Our focus is always on our customers and how we can surprise them, support them and improve their performance. Our entire strategy is designed with this purpose in mind, and event planning and execution is a key part of this positioning.

9. How is the success of events provided by Carglass measured (metrics and indicators)?

At a basic level, we measure the number of participants at events organized by us and the number of interactions at third-party events where we carry out activations.

At the end of each event, we send a satisfaction survey, where we analyze several metrics and calculate the NPS (4.8/5 in 2024). Additionally, we collect suggestions for future improvements. There are other ways to measure the impact of events, namely through ROI, but this information is confidential.

END

Appendix 7: Interviewee E

1. What is your name and position at Carglass? Have you ever participated in organizing events for B2B clients? If so, what was your role?

I have participated in B2B events. B2B events are understood to be events organized for corporate clients, namely insurance companies, brokers, fleet managers, especially heavy vehicle fleets. My role was head of marketing & sales at Carglass Portugal.

2. What types of events organized by Carglass do you consider most relevant for B2B customers? Why?

What we realized by using a survey, which we carried out with the support of Nielsen, in which we tried to understand what the value curve was with the attributes that these segments valued most. We always do research for these 3 segments (broker, insurance company and fleet manager). As part of this research we tried to understand what customers prioritize most in their relationship with Carglass. Among all the elements, the most valued was the organization of events. This means transferring knowledge or adding value to the segments, to what they do and which could eventually contribute to their main objective and, specifically, they value the organization of events, such as conferences, corporate events organized in our home or at the client's home, such as training sessions and workshops. We have also held webinars, during Covid times, with insurance brokers. From the perspective of business events, we know what each of these segments values most. These are events that meet the specific business needs of that segment. In other words, a company opts more for a conference where it can have a transfer of great experts and can obtain post-conference support material. Brokers value events where they can network and obtain information, which are a little more informal and use much more

accessible language. This conference ideally has to be more dynamic, namely we have workshops. As a rule, workshops are training sessions that require human participation. We usually have 2 trainers on stage, with knowledge in a specific area.

It's true that they use methods to engage an audience, but in the end they are also mini conferences that we hold. Now for fleet owners, we held two events in 2024, which were quite interesting and which the audience valued. We held a conference with truck managers in which we explained what ADAS was and why ADAS calibration was mandatory for all trucks, because trucks have different legislation than light vehicles. It was also because of trucks that legislation began to be passed on the light part in relation to ADAS and the ADAS system. There were many accidents with trucks and then they had material damage, especially on European highways. So, in 2015, the European Union took the initiative to introduce legislation that made it mandatory for all trucks to calibrate whenever there was a change to the windshield. At that time, we called in lawyers, calibration companies, Texa, ANTRAM, there were several actors and all with the objective of transferring knowledge that was lacking on the other side, as these are people who do not have access to that type of content and that type of support for their own business. So that ends up being the main objective of these B2B events. Knowledge transfer. A value that we add to ourselves or to individual professionals, for example Zé who is a claims manager, therefore the content and knowledge that we pass on is for him to be the best claims manager. Or for the industry as a whole. For example, artificial intelligence in insurance. So we put in knowledge that, as a rule, is knowledge that would have to be paid for if they were to look for it individually.

So we give access to that knowledge.

3. What kind of feedback do you usually receive from customers and how do you evaluate it?

We always carry out satisfaction surveys at the end of insurance broker events. We don't do this as much with insurance companies because they are complicated clients, they won't be filling out a questionnaire at the end, but as a rule the feedback is positive. As is the case with Best of Belron (BOB), insurance companies participate in BOB and then the Belron team sends an anonymous survey to the insurance companies. At BOB, feedback is anonymous and we have usually had great feedback.

4. How do events organized by Carglass contribute to creating value for B2B customers?

Through the transfer of valid or relevant knowledge for the performance of the role of the person on the other side, be it an insurer from an insurance company, a broker, or a fleet operator. Knowledge about each person's business area is provided and distributed free of charge. Or we can contribute to personal performance, such as José Soares' last workshop, focused on personal performance. José Soares does not provide specific knowledge about a sector, but rather generic knowledge about individual performance. I would say the value is providing free access to improve professional performance or to support business objectives.

5. In your opinion, how does the experience provided by Carglass differ from the competition?

I don't know the competition's events. What I know the competition does is a lot of "CopyCats". In other words, we often hold an event and they try to replicate it a little. More recently, it was our Besto of Belron (BOB), in which Glasdrive started to hold the "Technicians' Olympics" and then they did the same as us, inviting insurance companies. And more recently, CarryGroup (owner of ExpressGlass, and the second largest global player in glass repair and replacement) organized an event in which it invited speakers and trained

brokers. We always seek to innovate, we bring formats, themes and so the main issue that differentiates us is that we do not invent themes, we go to the customer, we listen to the customer's voice and they tell us where they feel that Carglass could help them or what are the gaps in their business, for example, "AI is accelerating a lot and I don't know what to do with my business, what is this AI thing? Is it like Mexican food or what is it?". We listen to the voice of the customer and seek to respond with events in which we provide knowledge that meets these needs. I think what sets us apart is that we have the power to listen to both the end customer and brokers or insurance companies. We meet the customer's needs. Let's add value on a specific topic.

But what really moves us and sets us apart is listening to our customers' needs.

6. How do events help strengthen customer relationships?

Everyone seeks to have good relations with everyone. And we really seek to create personal relationships. I think it's a basic theory, for example, what you don't know you tend to reject, what we don't know we don't go to or maybe they're not as good as the ones I know, I have contact with him, I interacted with him. Therefore, events, like visits from salespeople, serve to establish a basic human bond. I don't think it has anything to do with the quality of the content anymore. It has to do with repetition and frequency and the strengthening of relationships between individuals.

7. To what extent do events help increase customer satisfaction and retention?

In the case of our sector, I think they play an important role. Most likely for brokers it is to satisfy their gaps, and with that it is necessary to look at the value curve and understand how to satisfy them. This information is often obtained through your relationship with your sales representative. For example, the most important thing for an insurance company might be "how to collect quickly" and

so we will organize corporate events on that same topic. We focus on the broker's pain point and will help you solve those problems. This is of course a variable factor, as it will have a different role from segment to segment. You will see where the event organization part comes from for an insurance broker, where the event organization attribute comes from for an insurance company and you will also see this for a truck fleet operator and then you will understand, ok it is much more for a broker than for an insurance company and you can have an idea of ranking.

8. How does Carglass involve customers in the planning and execution of events?

Listening to the customer is essential. There are super organized and super structured programs, such as Qualtrics, or programs that aim to obtain feedback, such as the form we send at the end of the event.

In any case, listening to the customer is essential.

9. How is the success of events provided by Carglass measured (metrics and indicators)?

Success is many metrics. First, we need specific metrics for each marketing initiative and if one of the marketing initiatives is the organization of events, what we are looking for is to understand the return on investment of the event, and we also look at more general metrics, for example sales, the number of Qivs (Isolated Glass Breakage), the number of mediators we serve.

But there also have to be objective metrics, because if we only look at satisfaction we are not a company that organizes events, we are a company whose metric is to obtain a trading profit. Therefore, we evaluate events through surveys and listening to the customer's voice. And then we know what the customer is looking for most and what themes they prefer, etc. But then, within the measurement of success, we have to look at the number of Qivs Online, sales.

Appendix 8: List of Codes

Category	Sub-category	Coding	Interviews excerpts
Event organization	Function in the event	Participation	I have already participated in B2B events. B2B events are understood as events organized for corporate clients, namely, insurance companies, brokers, fleet managers, especially heavy vehicle fleets. (Interviewee E)
	Responsibility	Responsibility	I am responsible for organizing, together with partner companies, the development of the concept, graphic proposal and events. Lastly, I am responsible for all the logistics of the event and also the assembly. (Interviewee A)
	Operational tasks	Operational planning	Normally, my role involves a lot of direct contact with our customers, whether over the phone or in person, and face-to-face contact always ends up having a greater impact (Interviewee C)
	Digital Communication	Digital	I'm responsible for the online channel." (Interviewee B)

Category	Sub-category	Coding	Interviews excerpts
Relevance of events	Events Types	Relevant Events	At Carglass Portugal, we believe it is essential to be present at the main events in the sector, namely those focused on insurers, insurance brokers and intermediaries, as well as car fleets and rent-a-cars." (Interviewee D)
			We have the Rally de Portugal event, which, despite having a more specific audience — those who really like motorsport — is always a success. (Interviewee C)
			Kart Championship, an event that is now in its second edition and that aims to reward our Top brokers from each region — our Crème de la Crème." (Interviewee C)
	Strategic objective	Strategic objective	The importance of these events is that we can transmit our Value Proposition to the customers who are most relevant in this segment (Interviewee A)"
			it raises glass opportunities, because it is a recommendation from the broker to his insured. (Interviewee B)
			It is not part of our strategy to be present just for brand visibility (Interviewee D)
	Audience segmentation	Segmentation	We always try to have a specific approach focused on the event's audience (Interviewee D)
			We always do research for these 3 segments (broker, insurer and fleet manager) (Interviewee E)
	Supporting Customer Growth	Customer Growth	An excellent example of this are our Workshops aimed at Brokers. In them, we are showing, with practical examples, tools that Brokers can use to leverage their businesses (Interviewee A)
			offering knowledge (through tools or tactics) or experiences that help them do their jobs better (Interviewee B).
One of Carglass' strategic pillars is to support the growth of our partners (Interviewee D).			

Category	Sub-category	Coding	Interviews excerpts
Value Creation	Value Proposition	Value Curve	Firstly, because it is based on the premise of Value Curves, previously identified by Research institutes that are references in the sector. Secondly, because we use this data to focus on solutions that will facilitate the development of our B2B clients' business. (Interviewee A)
			Most likely for brokers it is to satisfy their gaps, and with that it is necessary to look at the value curve and understand how to satisfy them (Interviewee E)
		Value Proposition	To do this, we identify topics and training that can help them evolve and strengthen their position in the market. (Interviewee D)
			"These events are very important because, in addition to being completely free, they end up having a direct impact on our clients' businesses, adding value to them" (Interviewee C)
			"experiences that help them do their job better – whether it's retention or attracting new insurance portfolio." (Interviewee B)
			"Or we can contribute to personal performance" (Interviewee E)
		Networking	"Brokers value events where they can network" (Interviewee E)
			"As, in these events, we position ourselves more in a relational sense and less transactional or in terms of promoting the Carglass brand, the mediation network feels valued" (Interviewee C)
		Knowledge Transfer	"Through the transfer of valid or relevant knowledge to the performance of the role of the person on the other side" (Interviewee E)
		Price	"Knowledge about each person's business area is provided and distributed free of charge." (Interviewee E)
"... , besides being completely free..." (Interviewee C)			

Category	Sub-category	Coding	Interviews excerpts
Differentiation from the competition	Personalizing the Experience	Personalization	"We listen to the voice of the customer and seek to respond with events in which we provide knowledge that meets these needs" (Interviewee E)
			"When we organize an event, we do not do so with the aim of promoting our services, but rather creating relevant moments that impact customers. From what I know, the competition, in the few initiatives it does carry out, focuses a lot on its business." (Interviewee C)
		Imitation	"What I know the competition does are a lot of "CopyCats". In other words, we often hold an event and they try to replicate it a little". (Interviewee E)
	Investimento	Investment	"... , Carglass' level of investment in these initiatives far exceeds that of its competitors." (Interviewee A)
	Exclusivity	Exclusivity	To do this, we identify topics and training that can help them evolve and strengthen their position in the market. (Reviewed D)
			"Firstly, because we are the only company in the sector to organize our own large-scale events, focused on our customers and their growth." (Interviewee D)
Customer Relationship	Relationship	"As, in these events, we position ourselves more in a relational sense and less transactional or in terms of promoting the Carglass brand, the mediation network feels valued." (Interviewee B).	

Category	Sub-category	Coding	Interviews excerpts
Strengthening Relationships	Customer proximity	Proximidade	"We use these events to strengthen our partnerships and also to create a dialogue with our customers by meeting them in person" (Interviewee A)
	Face-to-Face Interaction	Face-to-Face Interaction	"The main point is to bring this relationship face to face, making the experience more personal and impactful." (Interviewee A)
		Long term	"These moments provide a more relaxed environment and allow for closer relationships in an informal context, which is essential for strengthening medium and long-term partnerships." (Reviewed D).
	Customer Support	Continuous support	"After the event, I usually follow up on the next visit to the client, to find out if they really valued our action and, of course, to gather suggestions that can help us improve future events." (Interviewee C)

Category	Sub-category	Coding	Interviews excerpts
Satisfaction and Retention	Satisfaction	NPS	"The training events we organize have an NPS of 4.8 out of 5, which proves that customers recognize and value our efforts in helping them grow." (Interviewee D)
	Loyalty	Customer Returns	"In addition, we see that 80% of our customers in these actions are recurring, that is, they are returning to our events or stands." (Interviewee A)
	Impacto a Longo prazo	Long term relationship	"Our entire event strategy is developed with the aim of generating satisfaction and retention, always based on a relationship of trust and partnership, and not on a merely commercial logic." (Interviewed D)

Category	Sub-category	Coding	Interviews excerpts
Customer Engagemen	Prior Consultation	Consult the client	"In cases where the event is owned by Carglass, we conduct ongoing research and meetings with our clients to align the objective and scope of the initiative." (Interviewee A).
			"Listening to the customer is essential" (Interviewee E)
			"In addition, we collect suggestions for future improvements" (Interviewee D)
	Event Personalization	Segmentation	"From the perspective of business events, we know what each of these segments values most. These are events that meet the specific business needs of that segment" (Reviewed E)
		Needs	"The concrete value proposition is always aligned with some specific identified need" (Interviewee A)
	Periodic Meetings	Meeting	"Regular meetings are also held to ensure we are meeting the needs of our B2B customers." (Interviewee A)
	Client Centralization	Customer focus	"Our focus is always on our customers and how we can surprise them, support them and improve their performance. Our entire strategy is designed with this purpose in mind, and event planning and execution is a key part of this positioning." (Interviewee D)
	Feedback collection	Inquiries	"Through the collection of pre- and post-event feedback." (Interviewee B)
"Qualtrics or programs that aim to obtain feedback, such as the form we sent at the end of the event." (Interviewee E)			

Category	Sub-category	Coding	Interviews excerpts
Measuring Success	Metrics Used	NPS	"Our main indicator is NPS." (Interviewee A).
			"At the end of each event, we send a satisfaction survey, where we analyze several metrics and calculate the NPS (4.8/5 in 2024)" (Interviewee D)
		Interactions	"At the basic level, we measure the number of participants in the events we organize and the number of interactions" (Interviewee D)
			"we use the number of interactions as metrics, in cases where we are present with a Stand.(...)" (Interviewee A)
		No. of QIVs Sent	"number of QIVs sent (the reward for being part of the Carglass community)" (Interviewee B)
		Email Open Rate	"email opening rate – which demonstrates the engagement of brokers across the board." (Interviewee B)
	Economic Impact	ROI	"There are other ways to measure the impact of events, namely through ROI" (Interviewee D)
		Sales	"[...] what we seek to understand is the return on investment of the event, and we also look at more general metrics, for example sales (...)" (Interviewee E)
	Participation Analysis	Attendance	"Analyze customer attendance before (6 months) and after (6 months) the event" (Interviewee C)
			"[...] also the number of people present, in cases where the event is owned by Carglass." (Interviewee A)