# CUSTOMER SATISFACTION AND CUSTOMERLOYALTY AT JAYASHREE TEXTILES

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## ABSTRACT

In this globalised and intensely competitive world, it is very necessary to retain existing customers. Thus customer loyalty has become need of any manufacturing industry. But to gain customer loyalty, it is necessary for the organizations to know about the factors which are influencing customer loyalty. So, the aim of this research is to explore the factors which influence customer loyalty and customer satisfaction atJayashree Textiles. The factors which are influencing customer loyalty are product quality, customer support, product pricing, overall customer experience, consumer spending, information exposure, etc. To achieve the aim of the research, first those factors were being explored by using existing literature.

Customer satisfaction and customer loyalty are important in the textile industry because they can help businesses differentiate themselves from competitors and improve their business strategies. Customer satisfaction can help businesses understand how their customers perceive their products, services, and overall shopping experience. Customer loyalty can help businesses build long – lasting relationships withtheir customers, increase revenue, and reduce customer acquisition costs.

## INTRODUCTION

The success of any business organisation is contingent upon customer satisfaction. In the inception phase, the primacy is given to customers, with profit following as a subsequent consideration. Those companies that are capable of satisfying its customers fully will definite lead in the market. The contemporary business landscape recognizes customer satisfaction as a key element for success, simultaneously playing acrucial role in expanding market value. Generally, customers are individuals who acquire goods and services that meet needs and desires. Purchasing decisions are influenced by meeting both product expectations and financial considerations. Therefore, companies should set prices that align with product quality, aiming to attract customers and nurture enduring relationships for long – term success. This customer – centric strategy not only enhances satisfaction but also fosters sustained growth and a positive reputation.

Ensuring that a business provides services in line with their monetary value is a fundamental aspect for both customer satisfaction and establishing long – term relationships. When the value of services aligns with customer expectations, it not only attracts a greater number of customers but also cultivates loyalty. Existing customers, satisfied with the services, often become advocates for the company, actively sharing information about products and services. This word – of – mouth promotion becomes a powerful tool in attracting new customers. Customer satisfaction, characterized by contentment after desires are fulfilled, ischallenging to quantify. It involves a nuanced understanding of customer expectations and experiences.

Businesses face the complexities of gauging whether their products or services meet or exceed customer expectations. In the competitive landscape of business organisations and marketplaces, effective development of marketing channels is vital. This strategic approach allows competitors to navigate challenges in a dynamically growing market. By adopting innovative and efficient marketing strategies,businesses can position themselves effectively, ensuring visibility and relevance amid intensifying competition.

Ensuring customer attention necessitates offering superior products in a competitive market. Customer satisfaction not only fosters loyalty but is also vital for a business's existence. Without customers, a business organisation would cease to exist. The development of customer satisfaction is crucial for expanding customer numbers and achieving business goals. The symbiotic relationship between customersand businesses is paramount, forming the cornerstone of success in the marketplace.

The structure of the thesis unfolds systematically across eight chapters. In the introductory first chapter, the

research's overarching objectives, background and motivation are presented. This sets the stage for a comprehensive understanding of the subsequent content. Moving into the second chapter, detailed information about the case company and the commissioner is provided, enhancing the contextual backdrop. The third chapter serves as a literature review, delving into the nuanced concepts of customer satisfaction and loyalty. Here, the terms are defined and explicated through an exploration of relevant literature. Factors influencing customer satisfaction and loyalty, along with insights into measuring satisfaction and exploring various approaches, are intricately discussed. Chapter for delves into the intricate methods of managing customer relationships. Within this chapter, the author elucidates strategies for enhancing customer satisfaction and loyalty, contributing a practical dimension to the theoretical concepts discussed earlier. Chapter five introduces the empirical study, showcasing the application of theoretical knowledge in a real – world context. This chapter provides a bridge between theoretical

frameworks and practical insights, offering a hand – on perspective. The subsequent chapter, chapter six, undertakes a detailed analysis of the data collected during the research. Utilising both interviews and questionnaires. It provides a thorough examination of the empirical evidence, adding depth to the study's findings. The penultimate chapter, chapter seven, serves as the culmination of the research journey. It presents the conclusion and results, drawing together key insights gleaned from the study. Additionally, aset of recommendations is proffered, aiming to guide the case company in applying the research findingsfor practical improvements. The conclusive section includes essential components such as references andan appendix, providing a comprehensive scholarly framework. This meticulous organisation reflects a holistic approach to the research, intertwining theory and practice, and offering valuable contributions to the field.

This thesis aims to explore the intricate correlation between customer satisfaction and loyalty, highlightingtheir role as catalysts for long – term business success. The primary focus is on meticulously measuring these factors to enhance the performance of business organizations. To achieve this, the thesis constructs a robust conceptual framework, comprehensively exploring factors influencing customer satisfaction and loyalty, directly impacting customer profitability. The emphasis on measurement goes beyond theory, strategically aligning with practical applications to provide insights for enhancing customer satisfaction, loyalty, and, consequently, profitability. As a bridge between theory and practice, the thesis seeks to offer actionable insights for businesses to navigate challenges, optimize relationships, and foster enduring success in the dynamic landscape of commerce.

## About the company:

### *Aditya Birla Group*



Aditya Birla Group was founded in 1857 (166 years ago) by SHIV NARAYAN BIRLA Lt. ADITYA VIKRAM BIRLA was the chairman of ABG group. Now, SUSHIL AGARWAL is CEO, KUMAR MANGALAM BIRLA is the chairman and SANTRUPT MISHRA is director. The headquarters is locatedin Mumbai, Maharashtra. Mumbai, Maharashtra is home to the Aditya Birla Group (ABG), an Indian multinational Fortune 500 corporation. There are members of the group in 36 countries. The corporation will generate $60 billion in revenue by 2023, with more than 50% of that coming from its international operations. Metals, cement, fashion and retail, financial services, renewable energy, fiber, textiles, chemical, real estate, trading, mining, and entertainment are among the group's industries. As of March 2022, ABG's seven publicly traded firms have a combined market value of more than $70 billion.

Globally, the Aditya Birla Group is:

- A global leader in the production of copper and aluminium, and a metals powerhouse. The largest aluminium rolling company is Hindalco-Novelis. It has the largest single location copper smelter and is one of the three largest producers of primary aluminium in Asia.
- In viscose staple fiber, it ranks first.
- Also number one in carbon black
- The fourth-largest insulator manufacturer
- The fifth-largest producer of acrylic fiber,
- The top 10 cement manufacturers worldwide
- One of the best fertilizer plants in terms of energy efficiency 4
- The largest Indian multinational corporation having production facilities in the United States, where95% of the labor is American.

Companies under Aditya Birla Group:

An Indian global conglomerate with operations in over 36 nations is the Aditya Birla Group. The group works in a variety of industries, including textiles, metallurgy, and telephony. Here are a few of the group'slisted businesses: Aditya Birla Capital Limited, Aditya Birla Fashion and Retail Limited, Ultratech CementLimited, Vodafone Idea Limited, Hindalco Industry Limited, Grasim Industry Limited.

## GRASIM INDUSTRY LIMITED

Grasim Industry Limited is a publicly listed Indian company was founded and is headquartered in India. It is the Aditya Birla Group's flagship firm. Viscose (pulp, fibre and yarn), chemicals (caustic soda, epoxy and associated chemicals), insulators, textiles and other enterprises are Grasim's main businesses.

## JAYA SHREE TEXTILES

**JAYA SHREE TEXTILES** is a unit of Grasim Industry Limited, which is a part of Aditya Birla Group. It is the country's first integrated linen plant, having opened in 1949 and showcasing state-of-the-art facilities.

ABG group has three textiles units in India:

- Jayashree Textiles, Rishra, West Bengal ☐
- Vikram Woolens, Madhya Pradesh ☐
- Grasim Premium Fabric Pvt. Ltd, Kolhapur, Maharashtra It ☐

also operates in Indonesia, Laos, Thailand, Malaysia & China.

**Jayashree Textile** is the India's top linen brand manufacturing company, established in 1949 which has emerged as the clear leader in the linen business with 67% share in linen apparels, 20% wool and 13% other materials. Jaya Shree Textiles is a leading global player in the Linen and Wool textile manufacturer. They provide the latest textile innovations, through our various product.

Jaya Shree Textiles was established in 1949 at Rishra in the Hooghly district of West Bengal. It has successfully sailed through ups and downs of Textiles Business and today it has emerged as a leader in Linen and Wool Business in India. There were 42 Textiles Mills operating in West Bengal in the 1970s out of which only 4 - 5 mills that has proven track record of success.

Jayashree Textiles has provided the evolving Indian fashion industry with an international edge. Finest flax is sourced from France, Belgium and other parts of Europe to make 100% pure linen. Cutting edge European technology is used to spin the fibers, weave and dye them which makes it unique and difficult to replicate. This superior technology also enables Jayashree Textiles to manufacture over 3000 different types of weaves, textures and blends. The company has significantly revolutionized Indian textile market by popularizing linen in India across a wide customer base with its brand **'Linen Club'** i.e. the largest linen fabric brand in India. Linen Club is the pioneer of linen in India and is now retailed through both exclusive retail outlets and multi-brand outlets. It is the largest linen retail chain in the world.

Associated Brands: LINEN CLUB, LINEN CLUB STUDIO, CAVALLO, CAVALLO STUDIO, JAYASHREE YARNS, NUVOLANA, MERILANA, JAYA and more.

Jayashree Textiles is home to India's largest linen brand – Linen Club. Linen Club is the pioneering brand of linen in India and has over 7 decades of expertise in weaving the finest quality linen fabrics. Today with 200+ exclusive stores and 7000+ multi – brand outlets, they are India's No. 1 linen brand. A cornerstone of origin, authority, and passion – their story comes alive in every piece of fabric or garment they create. From weaving linen in its purest form to creating masterpieces, Linen Club with its relentless focus on quality and design, has become the brand of choice for all fashion connoisseurs.

## ABOUT THE TOPIC

### Customer Satisfaction and Customer Loyalty

Customer satisfaction and loyalty is pivotal for modern day business for two reasons. Firstly, customers are scarce resource it is easier to obtain from an old customer than from a new one. Second, customer loyalty and satisfaction has a positive effect on the profitability revenues of the company.

**Customer Satisfaction:**

Customer satisfaction has been one of the top tools for a successful business. Customer satisfaction is defined as an overall evaluation based on the total purchase and consumption experience with the good or service over time. In the realm of marketing, customer satisfaction serves as a barometer for evaluating how well goods and services meet customer expectations. Obtaining actionable insights from customer feedback is crucial, providing companies with valuable information to enhance their offerings and ensure ongoing satisfaction.

Customer satisfaction is foundational to a successful business strategy, influencing customer retention and the likelihood of repeat purchases. Transparency in sales, especially evident industries like car sales, involves openly sharing comprehensive product information, from features to condition. Supplementing this with necessary documents enhances transparency, empowering customers to make informed decisions. Customer satisfaction operates as a predictive barometer for future behavior. Satisfied customers tend to become loyal advocates, positively influencing word – of – mouth. This, in turn, cultivates a loyal customer base, contributing to long – term business success by bolstering the brand's reputation in the market.

However, the product and its features, functions, reliability, sales activity and customer experience holds paramount importance in meeting or surpassing customer satisfaction. Beyond, the initial purchase, satisfied customers often become repeat buyers and act as influential advocates, sharing positive experiences within their network. Retaining existing customers is considerably more cost – effective than acquiring new ones, emphasizing the value of building enduring relationships. In the 21st century, delivering quality goods and services isn't solely about satisfying customers; it's about securing a competitive position. This approach not only benefits customers by ensuring access to high – quality products but also positions the organization for sustained success in a dynamic market. Building and maintaining strong client relationships are integral components of long – term business prosperity.

Creating value in the total service requires seamless internal collaboration among departments responsible for various facets of the offering, spanning core product delivery, product documentation, and more. Focusing on activities that genuinely add value for customers is crucial for profitability and

productivity. Understanding customers on a deeper level is imperative, necessitating a departure from conventional practices. Building trust is a linchpin in this process. Establishing a trusting relationship with customers facilitates open communication, making it easier to solicit valuable feedback. This customer – centric approach lays the foundation for developing products or services that align closely with customer needs and preferences. Ultimately, a robust understanding of customer expectations, coupled with trust, forms the cornerstone for the successful development of customer – oriented productsor services.

Internal collaboration among departments ensures a seamless integration of different elements in a company's offerings, such as core products, services and documentation. This collaboration is crucial toprovide customers with a comprehensive and valuable service. Building trust is essential because it creates an environment where customers feel comfortable providing feedback, which is vital for developing products or services tailored to their needs. Customer satisfaction is a dynamic concept influenced by various factors. Service quality, product quality, and the perceived value for money directly impact how satisfied customers are with a company. To stay ahead, companies must not only meet but also adapt to evolving customer expectations. This means understanding the changing landscape of customer needs and preferences.

Employee satisfaction is intertwined with customer satisfaction. Satisfied employees are more likely to positively influence customer interactions, contributing to an overall increase in customer satisfaction. Recognizing and addressing employee needs is, therefore, a crucial aspect of maintaining a customer – centric approach. In essence, the evolving nature of satisfaction, influenced by factors like product usage and service experiences over time, highlights the need for continuous adaptation and improvement. Stayingcompetitive in the market requires a holistic approach that considers both internal collaboration and external customer and employee satisfaction dynamics.

Customer satisfaction is intricately tied to specific features and perceptions of product or service quality. Emotional response, customer attributions, and their perception of equity also play crucial roles in shaping satisfaction. The positive outcomes of increased customer satisfaction include enhanced customer loyalty, prolonged customer life cycle, extended merchandise life, and amplified positive word

– of – mouth communication. When customers are satisfied with a company's product or service, it notonly encourages frequent purchases but also stimulates them to recommend the offerings to potential customers. This positive feedback loop contributes significantly to a company's growth. Ignoring or disregarding customer need is a detrimental approach for any business organization aspiring to thrive inthe market. It underscores the importance of consistently meeting and even exceeding customer expectations to foster long – term success and sustainabilit

**Customer loyalty:**

Oliver (1999,33) defines loyalty as "a deeply held commitment to rebuild and re – patronize a preferred product or service in the future despite situational influences and marketing efforts having the potential to cause switching behaviors." Customer loyalty is the strength of the bond between an individual's attitude and repeat patronage. While customer satisfaction is crucial, it alone cannot propel a business to the top. Satisfying customers, particularly in regular purchases, yields positive financial outcomes. In today's challenging market, shaped by technological breakthroughs and widespread internet use, cultivating loyalty has become more intricate. To succeed, companies must spotlight the value of their offerings and actively demonstrate a commitment to fulfilling customer desires, fostering enduring relationships.

Thomas and Tobe (2013) emphasizes that "loyalty is more profitable." Retaining existing customers is more cost – effective than acquiring new ones. Loyal customers not only promote your business but also exhibit resistance to switching services. Customer loyalty is a deliberate construct, shaped by sourcing and design decisions. Designing for loyalty necessitates customer – centered approaches, acknowledging the needs and interests of service receivers. It's a gradual process developed over multiple transactions, emphasizing the importance of consistent positive experiences to build enduring customer relationships.

Establishing a customer relationship is crucial for loyalty, necessitating a company to operate in a broader context beyond its own capabilities. Gremler and Brown (1999) categorize customer loyalty into three types: behavior loyalty, characterized by repeat purchasing; intentional loyalty, reflecting potential buying intentions; and emotional loyalty, achieved when a customer senses alignment with a brand's values, ideas and passion. This framework underscores the importance of understanding and addressing various dimensions to cultivate a comprehensive sense of customer loyalty.

### Factors influencing customer satisfaction and loyalty

In the early 2000s, customer satisfaction gained attention as a vital element in service delivery, driving increased market share through repeat purchases by understanding customer needs. Differentiating from customer satisfaction, characterized as an attitude, customer loyalty is a behavior with distinct influencing factors. Key factors like price, quality, reliability, empathy, and responsiveness are overarching contributors to both satisfaction and loyalty.

The **factors influencing consumer satisfaction** are:

✞ **Cultural factors:** Understanding an individual's needs and behavior is significantly influenced by culture. Values, perceptions, behaviors and preferences are ingrained early in childhood, shaped by the cultural environment. Norms and values are transmitted across generations, creating a continuum of shared behaviors. Cultural factors embody learned values and perceptions that shape consumer wants and behaviors. Consumers are influenced not only by thegroups they belong to but also by aspirational groups they aspire to be part of. This cultural lensis crucial for comprehending and addressing consumer dynamics.

✞ **Social factors:** The social environment significantly shapes an individual's buying behavior. Various small groups, including family, friends, social networks, and the surrounding community,exert influence on an individual. These groups collectively create an environment that contributesto shaping an individual's personality. The social factor plays a crucial role in determining preferences, choices and purchasing decisions, highlighting the impact of interpersonal relationships and societal influences on consumer behavior.

✞ **Personal factors:** Consumer behavior is shaped by personal factors like age, occupation, economic situation, and lifestyle. Over time, individuals modify their purchasing patterns. Occupation and economic status significantly influence buying behavior; for instance, those withlower incomes often opt for more budget – friendly services. Lifestyle is a key factor, reflecting how individuals live in society, expressed through their surroundings and choices. Understandingthese personal dimensions is vital for businesses to tailor their offerings to meet the diverse needsand preferences of consumers.

✞ **Psychological factors:** Psychological factors such as motivation, perception, learning, attitudes and beliefs play a pivotal role influencing the purchase of products and services. To boost sales, organizations aim to create a conscious need in consumers' minds, generating interest in their offerings. Individual experiences, beliefs, and personal characteristics shape diverse perceptions among customers. Attitudes, formed through experiences, drive coherent behaviors aligned with one's personality. Consumer beliefs, acquired through experiences, significantly influence buyingbehavior, emphasizing the importance of understanding and catering to these psychological factors in marketing strategies.

**Customer loyalty is influenced by:**

Customer loyalty is crucial and directly linked to satisfaction in marketing studies. Satisfied customers areoften loyal, while dissatisfied ones may turn to alternatives. Identifying loyal customers is challenging, even when they express satisfaction. Customer behavior and attitude toward goods and services are key indicators to loyalty.

In the modern era, companies have shifted their focus towards creating products that go beyond basic features to cultivate customer satisfaction and loyalty. Service quality, product quality, price strategy, andstore attributes are key variables influencing customer loyalty. The connection between customer satisfaction, loyalty, and service quality is examined through an analysis of complaints from dissatisfied customers. This overview of consumer complaints considers their expectations and perceptions of service for goods. The perceived value for consumers depends on their expectations and the outcomes ofthe evaluation process. Service quality holds a significant relationship with customer satisfaction, directly influencing customer loyalty. To enhance customer relationships, satisfaction and loyalty in the competitive global retail market, retailers should prioritize these factors. Understanding and addressing customer complaints, managing expectations, and delivering quality service contribute to fostering lasting customer loyalty.

**Relation between customer satisfaction andloyalty:**

The link between customer satisfaction and loyalty is influenced by two critical thresholds. Satisfaction reaching a certain level leads to a significant increase in loyalty, while a decline to a specific point results in a sharp drop in loyalty. Recognizing the integral connection between customers and business success, it's crucial to incorporate customer satisfaction and loyalty into long – term business goals. Customer satisfaction emerges as a key element for organization's seeking to enhance customer loyalty and achieveoverall business success. This underscores the pivotal role of satisfaction as a key determinant of customer loyalty.

"Satisfaction" is characterized as an attitude, while loyalty is identified as a behavior. According to Chenand Wang (2009), customer satisfaction is viewed as a consistency evaluation between prior expectationsand perceived service performance. Positive evaluations factor in sustaining a relationship with a company and are a crucial pillar supporting loyalty. Satisfied customers are more inclined to repurchase,exhibit lower price sensitivity, engage in positive word – of – mouth recommendations, and ultimately become loyal customers. This highlights the influential role of satisfaction in shaping customer behaviorand fostering lasting loyalty.

Customer satisfaction and loyalty are crucial for a company's success and profitability. Satisfaction doesn't automatically translate into loyalty; it requires a step – by – step process. The phases customers gothrough include awareness, exploration, expansion, commitment and dissolution. Loyalty can be seen as abyproduct of customer satisfaction, with business customer satisfaction leading to loyalty. The relationship between customer satisfaction and loyalty is dynamic. Loyalty significantly increases when satisfaction reaches a certain level, and conversely, loyalty declines when satisfaction drops to a specific point. Notably, highly satisfied customers tend to exhibit more loyalty than those who are merely satisfied. The positive correlation between customer satisfaction and loyalty is evident, contributing to increased sales and profitability for the company.

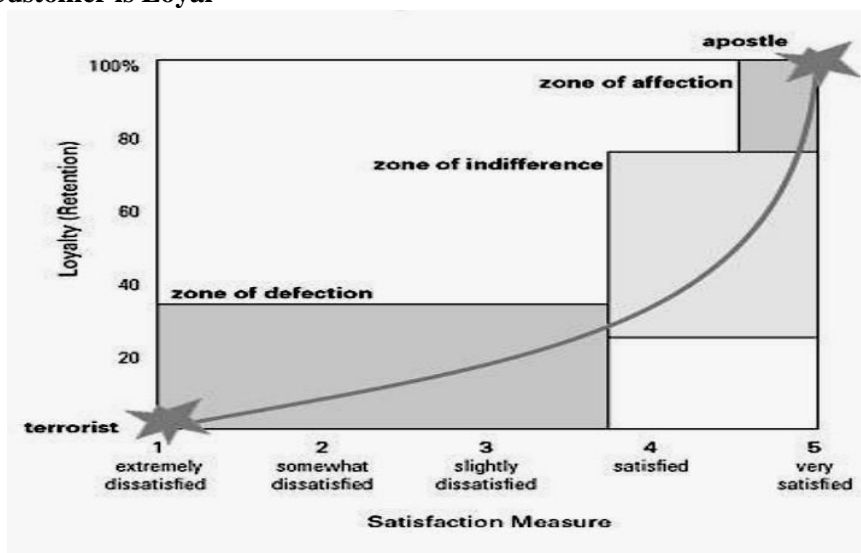**A Satisfied Customer is Loyal**

FIGURE 3. Relationship between Customer Satisfaction and Loyalty (Adapted from Heskett et al. 2011, 71.)

The figure illustrates customer loyalty based on satisfaction, categorizing customers into three groups across different zones. The "terrorists" represent extremely dissatisfied customers, who, as noted by Heskett et al. (2011), are likely to voice their discontent widely, potentially dissuading others from trying the service or product. Conversely, the "apostles" are highly satisfied customers, demonstrating true loyalty to the company. Satisfied customers are willing to pay more and act as advocates, spreading positive word of mouth within their communities. The essence is clear: satisfaction is the primary driver of loyalty, necessitating a high level of customer satisfaction for genuine loyalty to thrive

### Importance of customer satisfaction

Customer satisfaction acts as a crucial feedback loop, offering insights into business performance and reflecting overall health. It guides operational improvements, identifies strategic aspects through tools like SWOT analysis, and aids in advanced and systematic planning. The data influences resource allocation for efficient processes, enhancing product or service quality. Strong relationships with satisfied customers foster retention and advocacy, while a positive reputation attracts new customers, forming a dual strategy for sustained business growth.

Customers often expect perfection rather than quantity when purchasing products, especially in a market filled with similar offerings. Distinguishing between qualitative and durable products can be a challenging. This situation presents a significant opportunity for businesses to excel by understanding and addressing customer needs effectively. Customer satisfaction becomes a key indicator in this competitive marketplace, evaluating the success of an organization. Recognizing the diversity in people's tastes and choices, satisfaction varies from person to person. Additionally, consumer expectations may differ based on available options, whether in the national or international market.
Understanding and catering to this diversity is crucial for businesses aiming to thrive in a competitive landscape.

Assessing proves cost – effective compared to acquiring new customers, as the latter involves substantial marketing expenses and time investments. Achieving customer satisfaction is a primary goal for every company, ensuring repeat business and positive recommendations. Satisfied customers contribute positively to profitability, while dissatisfied ones can impact revenue negatively. Prioritizing customer satisfaction is integral to fostering loyalty, growth and financial success.

### Management approaches about customer expectations

Customer expectations serve as benchmarks in service delivery, representing beliefs about the standard of performance, failing to understand and meet these expectations can result in customer loss, wasted investment, and business setbacks. In service delivery, anticipating and aligning with customer expectations is challenging, making it crucial to avoid actions and failures that may disappoint customers. Recognizing the desired level of service quality and understanding customers' opinions about standards are essential for ensuring satisfaction and maintaining a positive business relationship.

Understanding customer expectations is a crucial factor in delivering quality goods and services. Customer expectations serve as benchmarks against which service experiences are measured. The customer gap, formed by the difference between expectations and perceptions in service delivery, can lead to dissatisfaction.

Effectively managing customer expectations begins with the fundamental step of collecting and analyzing customer information. This involves gathering statistical data on client attributes, consumption patterns, personal preferences, and feedback on service and satisfaction. Analyzing this information provides a foundation for assessing the level of

information support. To measure customer expectations, it's crucial toanalyze customer needs. According to the Kano model by Japanese management expert Kano, customer demands can be categorized into basic, expected and surprise demands. Customer perceptions involve

subjective assessments of actual service experiences, encompassing how customers perceive, assessquality, experience satisfaction and evaluate received value.
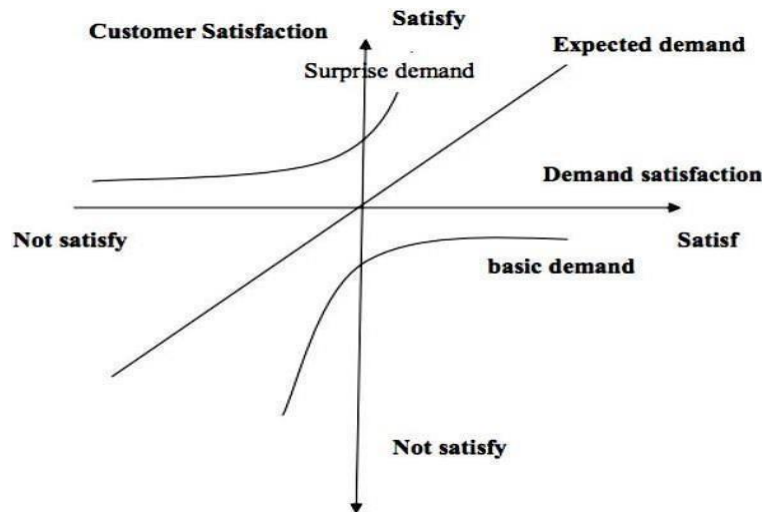


FIGURE 4: indicate Customer Demand Levels ( Adapted : Zeithaml & Bitner 2003.)

In the above – mentioned figure 5 illustrates, the basic demand, where customers expect a service to be provided. The satisfaction levels range from not satisfied to very satisfied, with a low level of satisfaction indicating dissatisfaction and a high level of satisfaction indicating contentment. Additionally, it mentions expected demand falling between satisfaction and customer dissatisfaction, suggesting a linear relationship.

## Managing Customer Relationship

In the ever evolving realm of customer relationships, acknowledging the uniqueness of each individual within a broader customer segment is crucial. As customers interact, their perceptions are shaped not onlyby the organisations adeptly navigate the diverse spectrum of customer needs. The strategic use of customer segments becomes a cornerstone in this dynamic landscape. By categorizing customers based onshared characteristics or preferences, organisations can tailor their approaches to cater to specific groups. Modern technology serves as a powerful ally in this endeavour, providing tools for personalised interactions and customized experiences.

However, the challenge extends beyond segmentation. Customers, even within a designated segment, often desire to be recognized and treated individually. This paradoxical need for both belonging to a larger group and receiving personalized attention requires a delicate balance in customer relationship management.
Direct customer contacts emerge as invaluable touch points in this process. Interactions through variouschannels provide organisations with opportunities to initiate tailored approaches. By leveraging these moments, organizations can address individual needs thereby fostering positive relations and enhancingoverall customer satisfaction.

In today's dynamic business landscape, organizations need to prioritize flexibility, availability, creativity,and cost – effectiveness to meet customer demands. Embracing the "Customers are always right" trend is

crucial, as emphasized by Kumar and Petersen(2012), who found that companies implementing customer relationship management strategies tend to be the most successful. Cultivating a service – oriented culture is essential for managing relationships effectively with customers and other stakeholders.

## Trust, commitment, and attraction

In relationship markets, such as those between businesses or within supply chains, trust, commitment and attraction are pivotal factors. Commitment, particularly mutual commitment, is essential for sustaining successful relationships, as it signifies the highest level of partner interdependence. Trust, on the other hand, is rooted in the belief in reliability, with various forms including generalized trust, system trust, personality – based trust, and process – based trust, each derived from different sources and experiences within the relationship. These elements collectively contribute to the stability and longevity of business relationships.

Commitment in a business relationship is when one party feels motivated to engage with another party over the longterm, driven by a desire to maintain a valued partnership. This commitment is reciprocal, as customers expect loyalty from suppliers or service providers, just as manufacturers may feel committed to repair and maintenance providers who consistently deliver skilful and timely services. This commitment deepens when a supplier goes the extra mile to meet demands, solidifying the relationship even further.

Trust is integral to commitment and is considered the most critical factors in its development. Trust and commitment are highly interrelated concepts that form the foundation of successful partnerships. When trust and commitment coexist, they stimulate a strong relational bond between parties, leading to improvements in effectiveness within the partnership.

Attraction is a key concept in relation marketing. It refers to what makes a supplier or service provider appealing to a customer. Attraction can stem from financial opportunities, technological advancements, or social connections. For instance, a globally operating accounting expert may find large firm affiliations in various countries attractive, whilea manufacturer may be drawn to the latest technology offered by another firm. Similarly, social connections can lay the groundwork for a business relationship. Without attraction between parties, it's unlikely that a business relationship will develop. However, when there is mutual attraction, it provides a solid basis for the relationship to flourish.

The law of attraction is a fundamental principle in business success, based on the idea that like attracts like. This means that individuals, whether consciously or unconsciously, attract both positive and negative influences into their lives. Understanding this law involves recognizing that dwelling on past regrets or future fears tends to attract negatively, while focusing on finding positivity in every experience cultivates positive energy.

However, some customers may prioritize the overall value of the relationship rather than being solely satisfied with individual transactions. While long – term relationships are often valued, customers may seek new alternatives for change and innovation. Over – reliance on a single service provider can lead to complacency and blindness to new opportunities. For instance, a customer may not notice new financial or technological opportunities offered by alternative providers if they are too entrenched in an existing relationship. Despite maintaining trust and commitment, the customer may miss out in the initial reasons for starting the relationship, such as access to innovative technologies or better financial benefits. Therefore, businesses must balance remaining open to exploring new opportunities and alternative in the market.

### The value of the customers

Understanding the lifetime value customers is crucial for effective customer relationship management. By recognizing the significance of long – term customers and measuring their lifetime value, organizations can prioritize efforts to retain existing customers and tailor strategies to attract valuable ones. This holistic approach enables businesses to make informed decisions and optimize their activities to maximize customer value and ultimately drive sustainable growth.

Many businesses focus on customer acquisition costs but overlook the significant costs associated with losing a customer. Reasons for customers discontinuing business relationships vary, including relocation, lack of perceived value, or dissatisfaction with products or services. Poor quality, inadequate service, or failing to meet customer needs can erode perceived value and lead to customer attrition. It is crucial for firms to understand their customers' situations and needs to create and deliver essential value propositions that foster long – term relationships and customer loyalty. This approach ensures that businesses not only attract but also retain valuable customers over time.

The distinction between customer value and the value of customers to a business is crucial. Customer value pertains to the benefits a customer receives from a product or service, while the value of customers to a business refers to the importance of retaining customers for the ongoing viability of the company. By prioritizing the creation of customer value through quality products and services that exceed expectations, businesses can attract and retain customers more effectively, ultimately contributing to long – term success and survival in competitive markets. Understanding how customers perceive an value offerings is essential for devising effective marketing strategies and ensuring customer satisfaction. Research into customer value continues to provide valuable insights into the process of value creation from both customer and company perspectives, further aiding businesses in their efforts to deliver superior value and foster enduring customer relationships.

Key factors mentioned include:

1. **Product Quality:** The product or service should be reliable, durable and feature – rich to enhance its perceived value to customers.

2. **Price:** The pricing of the product plays a crucial role in determining its value to customers. If the price meets or exceeds customer expectations, the value increases. Otherwise, it may decline.

3. **Relationship Management:** Maintaining strong relationships with customers is vital. Regular contact helps to keep the organization top – of- mind for customers and contributes to a positive brand image. It shows that the organization is attentive to customer needs and desires, which can foster long – term customer loyalty.

In summary, the customer value tree highlights the importance of product quality, pricing and relationship management in retaining customer vale and fostering long –term customer relationships

## Create service brand relationship

Brands play a pivotal role in forging connections with customers and shaping their perceptions of products or services. Brands encapsulate consumers' emotions, thoughts and associations regarding a product's performance and overall meaning. Unlike physical products manufactured in factories, brands are crafted in the minds of customers, making them enduring assets for companies. For example, McDonald's brand value is so immense that in the event of catastrophic loss of physical assets, the company could swiftly secure funds to replace them due to the strength of the McDonald's brand. This underscores the notion thatbrands often hold greater value than the sum of a company's tangible assets, highlighting their significancein driving customer loyalty and financial success.

When branding a service, the service process itself takes precedence over a standardized product. Unlike tangible products, services lack a standardized, ready – made template for branding, making the service delivery process central to shaping the brand relationship. While marketing communication plays a supporting role, it cannot compensate for shortcomings in the service experience. Consequently, focusing excessively on communication efforts while neglecting the service process jeopardizes brand integrity andrisks creating a dissonance between brand identity and customer perception.

Successful branding hinges on the alignment between the brand promise and the actual delivery of servicesif the service fails to live up to its brand promise, customers may develop a negative perception of the brand, leading to a disconnect between the intended brand image and the actual brand experience. Thus, effective branding requires a holistic approach that integrates the service process and marketing communication to ensure consistency and alignment across all touch points.

The importance of values alignment between the organisation and its customers. When the values of the brand resonate with those of its target audience, a symbiotic relationship forms, reinforcing the brand's image and fostering customer loyalty.

When building a branding relationship, it's crucial to prioritize managing the service process to ensure positive brand interactions for customers. This involves aligning the service delivery with the desired brand message to foster a favourable brand relationship. Internal efforts are essential in preparing and motivating employees to deliver on the brand promise. Without a positive brand image created through the service process, planned marketing communication alone cannot compensate for the lack of a solid brand identity established within the organisational culture.
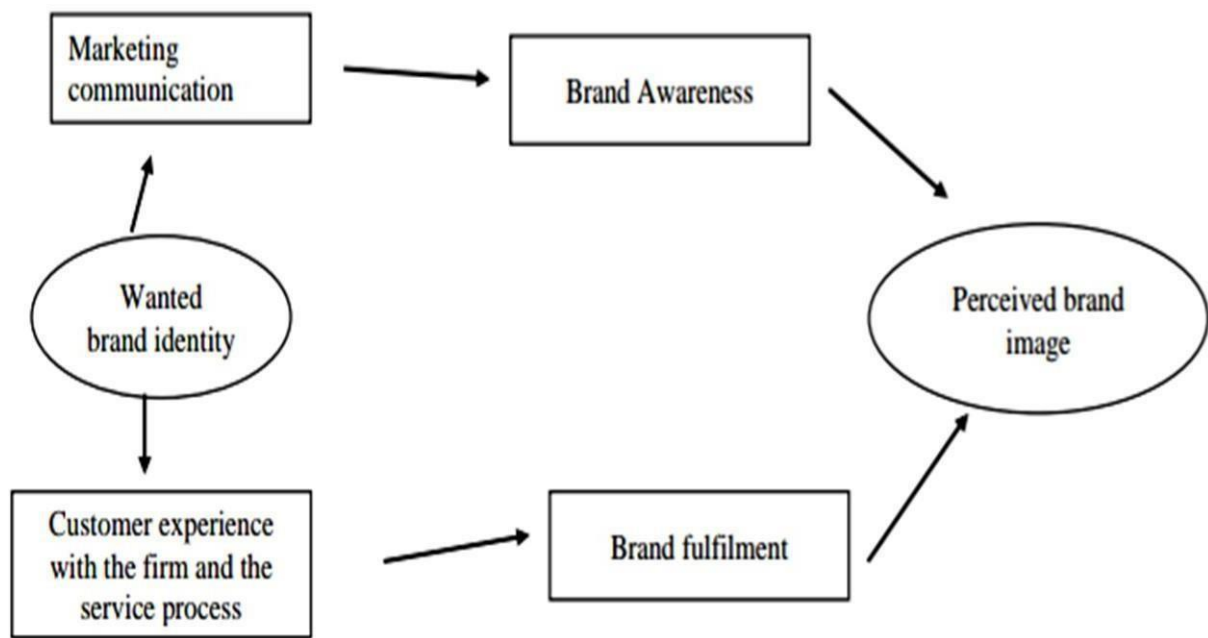
FIGURE 6. The service building process

In figure 6 it is shown that the focus of the branding process is on the customer's actual experience with the service firm and its fulfilment. This fulfilment is what shapes the perceived brand image in the mind of customers. While planned marketing communication supports these experiences, its role is secondary to the actual customer interactions. Ultimately, the success of the service branding process hinges on delivering consistent and positive experiences that reinforce the desired brand image.

## Customer Relationship Marketing

In today's competitive landscape, maintain a transactional approach toward customers is insufficient for long – term survival. Instead, businesses must adopt marketing strategies that prioritize customer satisfaction. This shift underscores the significance of customer satisfaction as both a theoretical concept and a practical concern for marketers and researchers alike. Customer satisfaction is essentially the result of individuals comparing the performance of a product or service with their expectations. When a business organization successfully meets or exceeds customer expectations, it lays the foundation for establishing long – term relationships with customers. This emphasis on satisfying customer needs and expectations is crucial for fostering loyalty and ensuring sustained success in a competitive market.

In recent years, companies have increasingly recognized the importance of enhancing customer focus and building strong relationships. This shift is driven by the realization that business success hinges on the satisfaction and loyalty of clients. By prioritizing the retention of existing customers, companies can establish a stable source of income over time. Once customers are initially attracted to a firm, they are

more inclined to maintain the relationship if they consistently receive high – quality products, services andvalue. In long – term relationships, and customer retention are pivotal factors that directly impact the profitability of a business. Satisfied customers are not only more likely to remain loyal but also willing to pay premium prices for products and services, further solidifying their long – term relationship with the company. Therefore, it is imperative for business organizations to invest effort in understanding the fundamental drivers of their business to effectively attract and retain customers. By prioritizing customer satisfaction and fostering lasting relationships, companies can position themselves for sustained success and profitability in the competitive marketplace.



FIGURE 7. The main elements influencing relationship of marketing

The above figure illustrates the interconnected elements that impact relationship marketing, with customersand firms as the central core factors. A crucial aspect of fostering meaningful customer relationships is maintaining communication with the organization. Customers expect high – quality service from companies, while firms must pay close attention to meeting the needs and desires of their clients.

Marketing research plays a vital role in relationship marketing, providing insights into customer preferences and demands through feedback mechanisms. Relationship marketing not only enhances profitability and competitive advantage but also facilitates a deeper understanding of customer demands,leading to more effective strategies. Customer retention is another key element influencing relationship marketing, as companies focus on retaining existing customers rather than solely acquiring new ones. Inessence, relationship marketing represents a significant shift from mass marketing to individualized marketing practices, emphasizing personalized interactions and long – term customer engagement.

## Strategy of increasing customer satisfaction and loyalty

At Jayashree Textiles, ensuring customer satisfaction is not just about meeting expectations; it's about exceeding them consistently. When customers have positive experiences with a company's products or services, they are more likely to develop a sense of trust and loyalty towards that brand. This loyalty translates into repeat business and potentially advocacy, as satisfied customers are more inclined to recommend the brand to others. Moreover, the link between customer satisfaction and loyalty extends beyond just the initial transaction. It encompasses the entire customer journey, from the first interaction with the brand to post – purchase support and beyond.

Jayashree textiles prioritize customer satisfaction understand the value of building long – term relationships with their customers, as these relationships contribute to sustained profitability and growth. Furthermore, satisfied customers are more forgiving of occasional missteps or issues that may arise, as they trust that the company will rectify the situation promptly and effectively. This trust is built on a foundation of consistent positive experiences and excellent customer service. In essence, the interplay between customer satisfaction and loyalty forms the cornerstone of a successful business strategy. By prioritizing customer satisfaction and continually striving to exceed expectations, companies can cultivate a loyal customer base that serves as a foundation for sustainable growth and success.

In today's environment, customer loyalty holds immense significance for firms. Loyal customers not only continue to patronize the products and services of the same organization but also serve as invaluable advocates. Their positive word – of – mouth, sharing of experiences, and acting as advisors contribute significantly to effective marketing efforts. The relationship between customer satisfaction and loyalty is multi – faceted. While itself can also be a major component of satisfaction. Additionally, satisfaction often serves as the initial phase of building loyalty, indicating that the two concepts are closely intertwined.

Numerous factors contribute to increasing customer satisfaction, each playing a crucial role in shaping the overall customer experience. These factors encompass various aspects of the products or service, as well as the customer service and support provided by the organization. By understanding and addressing these factors in detail, companies can effectively enhance customer satisfaction and, in turn, foster greater loyalty among their customer base.

"An acceptable outcome is an absolute necessity for good perceived quality, but an excellent service process creates a distinct and suitable competitive edge" (Gronroos 2007). Understanding customers' needs, status and lifestyles allows businesses to tailor their services accordingly, creating additional value that resonates with customers and strength their loyalty. Effective service management involves discerning what customers truly seek and how they evaluate the quality of service provided. Customer expectations play a pivotal role in shaping perceptions of quality. Therefore, managing and exceeding these expectations is crucial for delivering exceptional service experiences. It's often better to pleasantly surprise customers with unexpected perks or gestures rather than making grand promises that may be challenging to fulfil consistently. Overpromising and under - delivering can undermine quality management efforts, as customers may feel disappointed or deceived. Hence, businesses must focus on realistic promises and consistently strive to exceed customer expectations through exceptional service delivery. This approach fosters trust, enhances customer satisfaction, and ultimately cultivates long – term loyalty.

Managing customer complaints effectively is indeed crucial for enhancing customer satisfaction and fostering loyalty. Businesses must go beyond mere issue resolution to positively delight customers, demonstrating a genuine commitment to their satisfaction. Key strategies include:

1. **Listen attentively:** Show empathy and acknowledge the customer's concerns, demonstrating a willingness to address them.

2. **Communication with care:** Engage in open communication, reassuring the customer that their complaint is taken seriously.

3. **Apologize sincerely:** Express regret for any inconvenience, assuring the customer that their concerns will be promptly addressed.

4. **Collaborate on solutions:** Work together with the customer to find a satisfactory resolution, involving them in the problem – solving process.

5. **Follow up:** After resolving the complaint, ensure customer satisfaction through follow – up and appreciation for their feedback.

Information and communication technology (ICT) has a significant impact on countries worldwide, as highlighted by Huarng (2015). The continuous flow of information to both employees and customers is instrumental in driving the development of companies. Information systems play a vital role in creating a conductive working environment, while new technologies for business organizations. In recent decades, ICT has facilitated rapid business growth, with internet usage, particularly on social media platforms, surpassing 70 percent. Social media emerges as a powerful channel for customers to share their experiences with companies, presenting a valuable opportunity to enhance customer satisfaction.

Therefore, companies must ensure that their social media monitoring tools are efficient and effective incapturing and responding to customer feedback and inquiries.

Customers increasingly rely on reading reviews and recommendations from other consumers when making purchasing decisions. Therefore, businesses should prioritize managing their online presence and reputation, actively engaging with customers on social media platforms, and leveraging positive reviews to bolster brand credibility and influence purchasing decisions. In summary, ICT plays a pivotal role in the development and growth of companies, with social media emerging as a crucial avenue for customer engagement and satisfaction. By effectively leveraging technology and prioritizing customer feedback, businesses can enhance their competitiveness and foster long-term success.

## RESEARCH DESIGN AND METHODOLOGY

Research plays a crucial role in a company's ability to provide high – quality service, especially in today's competitive landscape. Whether for profit or non – profit, research serves as a fundamental tool for gathering evidence and improving organisational effectiveness. Research allows businesses to collect accurate, reliable information about the effectiveness of interventions and strategies. By providing evidence of effectiveness, research guides decision – making processes and helps organizations refine andenhance their practices to better serve their clients or customers. Service providers and professionals rely on research methodologies to consolidate, improve, and develop clinical aspects of practice. In essence, research serves as a cornerstone for organisations seeking to maintain competitiveness and deliver high –quality service. By leveraging research findings and methodologies, businesses can continuously improvetheir practices and meet the evolving needs for their clientele.

### Research objectives

The research objective of studying customer satisfaction and customer loyalty at Jayashree Textiles involvesseveral key points. Firstly, the aim is to identify the factors that influence customer satisfaction, including product quality, service, delivery and customer experience. Understanding these factors crucial for manufacturing businesses like Jayashree Textiles, to improve its offerings and meet customer expectations effectively.

Secondly, the research seeks to determine the relationship between customer satisfaction and customer loyalty. By analyzing this relationship, Jayashree Textiles can access the impact of customer satisfaction onloyalty and retention.

Finally, the research aims to explore strategies to enhance customer satisfaction and, consequently, increase customer loyalty. This involves identifying best practices, implementing effective customer service policies, and utilizing feedback mechanisms to continuously improve customer satisfaction levels. Ultimately, the

goal is to develop a loyal customer base that contributes to the long-term success and profitability ofJayashree Textiles.

### Method of data collection

There are mainly two types of data types. They are: Primary data and Secondary Data.

**□ PRIMARY DATA:**

Primary data collection is collecting original data directly from the source or by personal interviews that is face-to-face conversations. Personal opinions and knowledge can be gained through this. Primary data can be collected in mainly two ways:

✟ QUESTIONNAIRE :- survey among the customers of the company.

✟ PERSONAL INTERVIEWS :- with the company officials regarding customers complains andmeasures to tackle them.

**□ SECONDARY DATA:**

**T**he data that is not collected directly from the source, rather than collecting data from some other ways is called secondary data. Data collected from journals, newspapers, magazines, websites, etc.

There are many methods for gathering secondary data, including:

- ✟ websites
- ✟ journals
- ✟ magazines, newspapers
- ✟ books
- ✟ blogs

Research methodology encompasses the collection and analysis of data. There are two main types of research method: qualitative and quantitative. Researchers can opt for either primary or secondary data sources. Primary data are obtained through direct analysis and are typically more specific and current, making them valuable for feedback and improvement purposes. However, primary data collection can be challenging, time consuming, and costly. On the other hand, secondary data are sourced from various literature such as books,
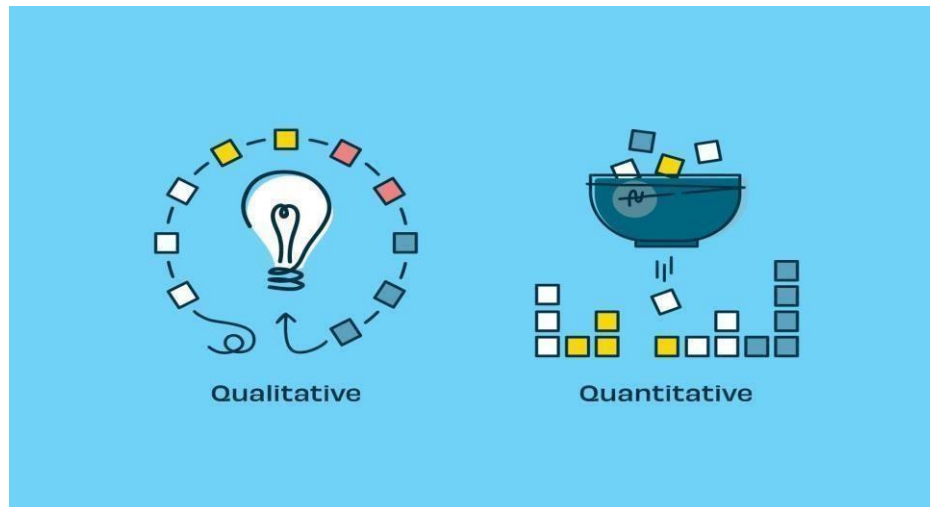
journal, media, the internet, and research papers. While secondary data are less specific, they are often more accessible and cost-effective. The research process involves several steps, starting with identifying the research area and selecting a specific topic.

The questionnaire method is a quantitative research approach aimed at gathering numerical data for statistical analysis. In the context of customer satisfaction and loyalty, structured and open – ended questions are used to solicit feedback from customers, providing insights for future improvements. Researchers collaborate with relevant authorities and supervisors to design questions that effectively measure customer satisfaction and loyalty. Additionally, interviews with organisational directors offer valuable information about the company's overall strategies and plans concerning customer satisfactionand loyalty. Qualitative methods complement quantitative approaches by delving into the specific stepstaken by organisations to enhance customer satisfaction and loyalty. Through qualitative research, researchers gain a deeper understanding of the strategies, initiative, and practices implemented by organisations to foster positive relationships with customers.

By combining both quantitative and qualitative methods, researches can gather comprehensive insights into customer satisfaction and loyalty, enabling Jayashree Textiles organization to make informed decisions and enhance their overall performance in serving their customers.

The research methodology employed in this study involved both qualitative and quantitative methods toensure the collection of accurate data and results. Qualitative research served as primary exploratory research, providing insights into various aspects of the topic.

On the other hand, quantitative data collection methods were more structured and utilized mathematical theories and statistics to analyze data. This approach involved various survey techniques, including online surveys, paper surveys, mobile surveys, face – to – face interviews, and telephone interviews. Quantitativeresearch enabled the researcher to gather numerical data on a larger scale, providing statistical insights intotrends, patterns, and relationships within the dataset. By combining both qualitative and quantitative methods, the research could achieve a comprehensive understanding of the topic under investigation.
Qualitative insights provided depth and context while quantitative analysis offered breadth validity andreliability of the research findings.

In the qualitative research conducted by the authors, structured interviews were employed. Structured interviews allow researchers to focus on specific themes, in this case, customer satisfaction and loyalty. Questions were designed based on these themes, with a total of 10 questions addressing various aspects of customer satisfaction and loyalty. The structured interview format aimed to elicit in – depth responses from

different perspectives, providing rich insights into the topic.

On the other hand, in the quantitative research method, a questionnaire was used. Questionnaires are a common research technique for gathering quantitative data. They typically consist of structured sets of questions that are administered to a larger sample of respondents. Questionnaires enable researchers to collect numerical data on a wide range of variables related to the research topic, allowing for statistical analysis and the identification of trends and patterns. By utilizing both structured interviews and questionnaires, the researchers could gather comprehensive data on customer satisfaction and loyalty fromboth qualitative and quantitative prospective, enriching the overall research findings and insights.

Here, the questionnaire was distributed to the customers of Jayashree Textiles and the purpose behind the questionnaire is to give the opportunity for the customers to express their opinions. Altogether there were questions which was distributed to 50 customers. Among those, only 30 responded to the questions. It took 45 days to collect all the answers, though the deadline was of 4 weeks. At the end, the answers was convertedinto data to analyse the result and further was presented using charts.

Customer loyalty programs are crucial for businesses today, as they boost customer engagement and attention.These programs offer incentives like points for purchase, fostering loyalty and encouraging business. They create a sense of exclusivity and appreciation, strengthening the bond between customers and the brand.
Overall, these programs boosts sales, enhance brand loyalty, and provide essential data for strategic decision-making.

Referring personalized services are always preferred over automated interactions is often preferred by customers, as it allows for more human touch and better addresses individual needs. Additionally, since not all customers may be familiar with products or services, providing training and customer support is crucial. Helping customers understand product functionality builds trust and confidence in the organisation. Meetingcustomer expectations, especially after purchase, is essential for building a positive company image. This includes providing accurate information and support to ensure customers fully understand the product.
Offering additional perks such as discounts or surprise gifts can foster long – term relationships. Incorporating small gestures into the customer service strategies can significantly boost customer satisfactionand contribute to a positive brand reputation. Overall, prioritizing personalised service and relationships addressing customer needs effectively are key components of building strong customer relationship and ensuring business success.

- **Probability sampling**
    Probability sampling is a sampling technique entails picking a sample, or a section of population, atrandom. It is also known as random sampling.

    ➢ Simple random
    ➢ Multistage
    ➢ Cluster
    ➢ Area
    ➢ Sequential

- **Non probability sampling**
    Non probability sampling is a sampling technique that takes into account factors other than randomness,such as the availability, closeness to the study subject's location, or subject matter expertise.

    ➢ Judgement
    ➢ Snowball

  ➢ Convenience

## Sample
"Using a predetermined technique of selection, a researcher chooses or picks a condensed collection of datafrom a larger population to use as a sample. Observations, sampling units, or sample points are the names for these elements"

## Sampling
"As per of the sampling process in statistical analysis, a certain number of observations are chosen from alarger population. By choosing a small sample of the overall population, sampling allows researchers to analyse large groups of people.

## Sample unit
"A sample unit or just unit is an individual element or group of items that is the object of an observation."

## Sample size
"The sample size of an experiment is the number of distinct samples used."

TABLE: Information of survey conducted

| Sampling Technique | ❖ Convenience sampling |
|---|---|
| Sample Size | ❖ 32 |
| Sampling Area | ❖ Rishra |
| Sample Unit | ❖ Customers and official employees |
| Primary Data | ❖ Questionnaire<br>❖ Personal interviews |
| Secondary Data | ❖ Websites<br>❖ Magazines<br>❖ Organisational report |

### Validity and reliability

Validity is a crucial aspect of evaluating measures in a thesis, ensuring that the research accurately captures the intended phenomenon. In this thesis, validity is demonstrated through several fey factors. Firstly, the data collection process is systematic, ensuring that all relevant aspects are measured. The participants' responses are considered truthful and beneficial, enhancing the credibility of the research findings. Furthermore, the research questions are aligned with the purpose of the study, which is to assess customer satisfaction with the products and services of Jayashree Textiles. To ensure validity, a questionnaire was employed, and Jayashree Textiles was involved in the process, providing input on what they wanted to learn about their customers. Ultimately, the validity of the research hinges on whether it accurately measures the intended phenomenon and whether the results are truthful and reliable. By conducting the research systematically, aligning with the research questions and involving stakeholders, the author strengthens the validity of the thesis, ensuring that the findings accurately reflect the satisfactionlevels of Jayashree Textiles' customers.

Reliability serves as a cornerstone for assessing the quality of both quantitative and qualitative studies. In quantitative research, reliability pertains to the consistency and stability of measurements, while in qualitative research, it relates to the trustworthiness and credibility of the findings, ensuring they can be replicated or confirmed. In the case of customer satisfaction survey conducted at Jayashree Textiles, the research aims to provide insights into the company's business activities and gauge customer opinions about its services. By gathering information on customer perceptions, the researchers seeks to understandhow customers feel about Jayashree Textiles' products and services and identify areas of improvement.
Reliability ensures that the data collected accurately represent the views of the customers and can be reliedupon to inform decision – making processes within the company. Overall, reliability plays a crucial role inestablishing the quality of the research conducted at Jayashree Textiles, ensuring that the findings are trustworthy and can serve as a basis for implementing meaningful improvements in the company's operation and services.

The reliability of this research work is evident in several aspects. Firstly, the data collected accurately reflect customer sentiments, despite challenges in respondents' routines. The researcher adapted by distributing questionnaires over five weeks, resulting in a high response rate. Timely data collection andanalysis further enhanced reliability. Overall, diligent data collection, adaptation to challenges, high response rates, and efficient analysis contribute to the credibility of the research outcomes.

### Questionnaire Design
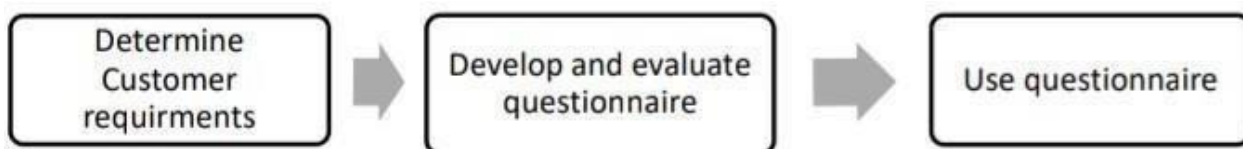


FIGURE 8. A

general mode for the development and use of customer satisfaction questionnaire (Adopted from Hayes2008)

The questionnaire lies at the core of any survey, making it crucial to first understand customer requirements and expectations from the service. This understanding provides insights into how customers define quality service and products, making it easier to satisfy them. Once customer requirements are identified, the development of the questionnaire becomes more focused. Creating a questionnaire involvesseveral components, all aimed at assessing specific information aligned with customer perceptions and requirements. The ultimate goal is to design a questionnaire that effectively captures the necessary insights. After development, the questionnaire is ready for implementation in the survey process. In summary, the process begins with understanding customer requirements, followed by the development of aquestionnaire tailored to assess specific information aligned with those requirements. This approach ensure that the survey effectively gathers relevant data to inform decision – making processes. (Hayes 2008)

During questionnaire development, consulting with the case company and instructor is vital to prevent potential damage to the company's image. Poorly constructed questions or misunderstandings and distortions, undermining research validity. To address this, a 15 question survey was designed: 11 questions offer response choices, while 4 allow open – ended feedback for service quality improvementsuggestions. By incorporating feedback from stakeholders and carefully crafting the questionnaire, the research aims to generate reliable findings that enhance service and product quality and overall performance.

## Interview

Interview is the another method that is used in the study to gain important point of views of people related to the research work. Interviews give a new insights into social phenomena to reflect and reason on a variety of objects in a different way.

In this specific interview, the interviewer demonstrated preparedness by crafting questions related to the company, its services, customer satisfaction levels, and organisational trust. Some questions followed a research guide, while others arose spontaneously during the interview process. the interview was conducted by meeting face – to – face. Two interviewees, each representing different roles within the organisation, provided valuable insights into the company's operations and service quality. The structures nature of the interviews involved using predetermined sets of questions, allowing for consistency and comparability in responses.

By engaging in these interviews, the interviewer gained a comprehensive understanding of the organisation's perspectives and practices. This approach facilitated a thorough exploration of various

aspects related to customer satisfaction and organisational trust, contributing to the depth and richness of the research findings.

In the introduction, it was mentioned that two in – depth interviews were conducted with two employees of Jayashree Textiles. These individuals were chosen because they could provide a comprehensive overview of the company and its operational framework. Moreover, their positions allowed insights into teamwork dynamics within different departments. Both interviewees have extensive experience in customer service, making them well – equipped to provide valuable insights into the company's practices and approaches to customer satisfaction. The advantage of conducting personal interviews is the opportunity for face – to face communication, which fosters a deeper understanding and facilitates rapport between interviewer and interviews. Both parties need to develop the necessary skills to conduct interviews effectively in this format.

## DATA ANALYSIS

In addressing life problems, it's common to encounter inadequate data, necessitating suitable data collection methods. These methods vary in costs, time, and resource requirements. For this research, data were collected using quantitative method i.e. questionnaires. Quantitative research involved distributing questionnaires to various organizations and people that utilized the company's services. This method allowed for structured data collection to quantify customer perceptions and satisfaction levels. On the other hand, qualitative research involved conducting interviews to delve deeper into the experiences and opinions of organisational members. This approach provided rich, detailed insights into the company's product and service quality and areas for improvement. By employing both qualitative and quantitative methods, the research aims to gather comprehensive data that provide a holistic understanding of customer satisfaction. The data and information which are collected from respondents are then presented, interpreted, and analyzed based on their responses.

Through interviews, researchers can delve deeper into organisational strategies and initiatives aimed at enhancing customer satisfaction and fostering loyalty. this qualitative data obtained through surveys, providing a comprehensive understanding of both customer perceptions and organisational efforts. By combining survey data with insights from interviews, researchers can present a holistic view of the factors influencing customer satisfaction and loyalty achievements. This integrated approach enables a thorough examination of the research topic, offering valuable insights for decision – making and strategic planning within the organisation.

### Data analysis and data interpretation

### Analysis of QUESTIONNARE

A questionnaire survey was conducted among Jayashree Textiles' customers, including both private individuals and organisations. Initially, 50 questionnaires were distributed via email, but due to low response rates, printed versions were distributed to service users. Ultimately, 30 completed questionnaires were collected. The questionnaire comprised 11 alternative questions and 4 open – ended questions. The open –ended questions encouraged customers to provide comments, suggestions, and recommendations for service improvements and enhancing satisfaction and loyalty. Including open – ended questions allowed customers to express any concerns or suggestions they had, providing valuable insights for the company. The analysis of the questionnaires yielded results, which are summarized in the graph below, indicating various aspects of customer satisfaction and feedback regarding Jayashree Textiles' products and services.

### Duration of being customer
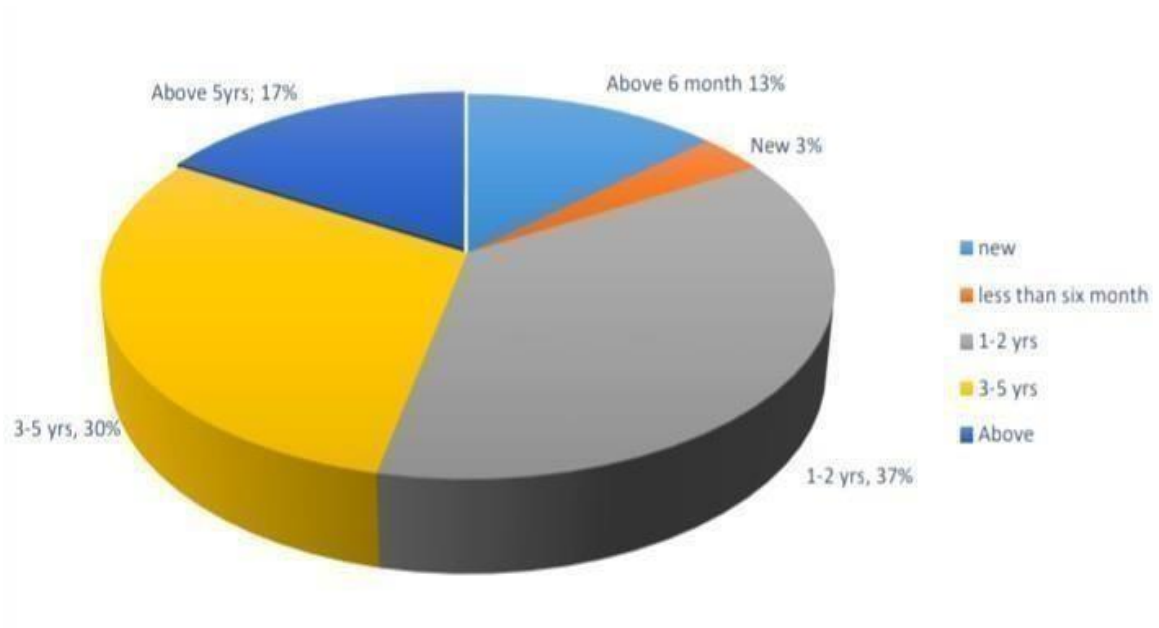
GRAPH 1. Duration of being customer

The survey's first question inquired about the duration of customers' patronage with Jayashree Textiles, offering five alternatives. Graph one illustrates that the majority of customers (37%) have been utilizing the service for 1 – 2 years. This increase in clientele could be attributed to Jayashree's expansion, as well as the growing city where Jayashree Textile operates. Furthermore, 30% of customers have been using theservices for 3 – 5 years, indicating sustained loyalty over time. Another 17% have been customers for

more than 5 years, highlighting the company's success in fostering customer loyalty and trust. Additionally the data shows that 13% of customers have been using the service for more than 6 months, while 3% are new customers. This indicates a steady influx of new customers alongside a solid base of long – term patrons, reflecting positively on Jayashree's ability to attract and retain customers. JayashreeTextiles understands the needs of my organisation

**Jayashree Textiles Understand The Needs Of My Organisation**
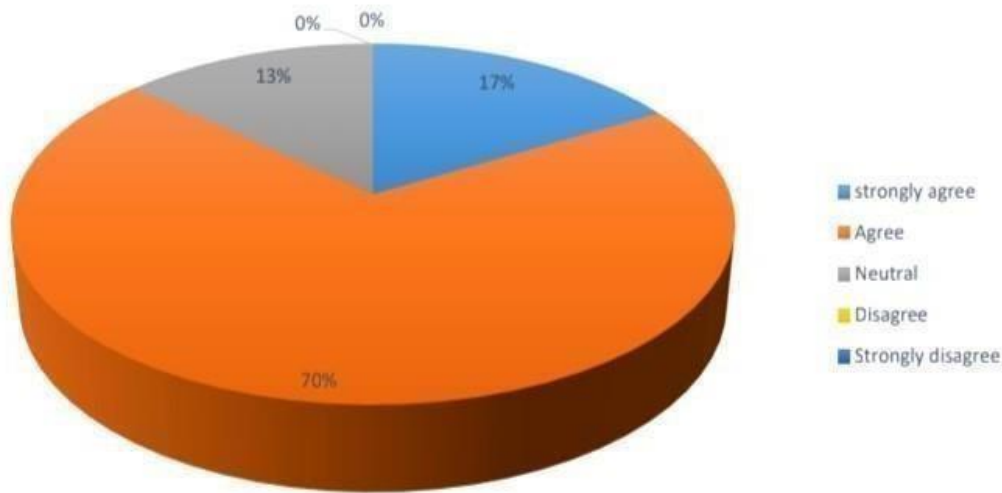
GRAPH 2. Jayashree Textiles understand the needs of my organisation

Jayashree's high customer satisfaction, with 87% agreeing or strongly agreeing that their needs are understood, highlights the effectiveness of their customer feedback system. This approach allows Jayashree to tailor their offerings to meet customer preferences, leading to enhanced satisfaction and loyalty. By fostering a culture of customer care and feedback, Jayashree Textiles demonstrates a commitment to prioritizing the customer experience, resulting in strengthened relationships and a positivebrand image. Overall, Jayashree textiles' success underscores the importance of a customer –centric approach in delivering quality product and services and maintaining a competitive edge in the market.

**Satisfaction by the product**
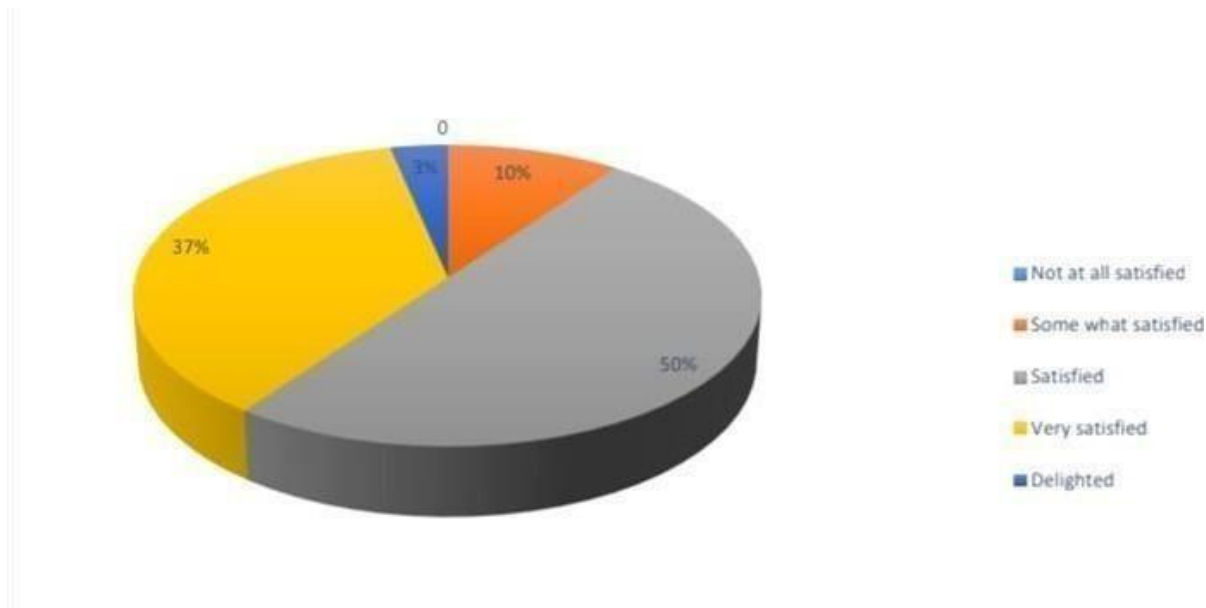


GRAPH 3. Satisfaction by the product

Graph 3 illustrates Jayashree's outstanding track record in customer satisfaction, with a significant 50% of respondents expressing contentment with the company's service. This substantial satisfaction rate underscore Jayashree Textiles' adeptness at fulfilling the diverse needs and expectations of its customers. Furthermore, the robust 37% of customers who conveyed strong satisfaction reaffirms Jayashree's positionas a leading player in the competitive fabric manufacturing industry, suggesting that the company consistently surpasses customer expectation, fostering a loyal and gratified customer base. The breakdown revels 10% reporting somewhat satisfaction, indicating a baseline level of acceptability, while 3% expresses sheer delight, reflecting exceptional service experiences. Importantly, there were no respondentsexpressing complete dissatisfaction, highlighting Jayashree's unwavering commitment to excellence. Thisreinforces Jayashree Textiles' success in the fabric manufacturing industry and underscores the pivotal roleof customer satisfaction in shaping its operations and reputation.

**Does Jayashree meet your needs?**
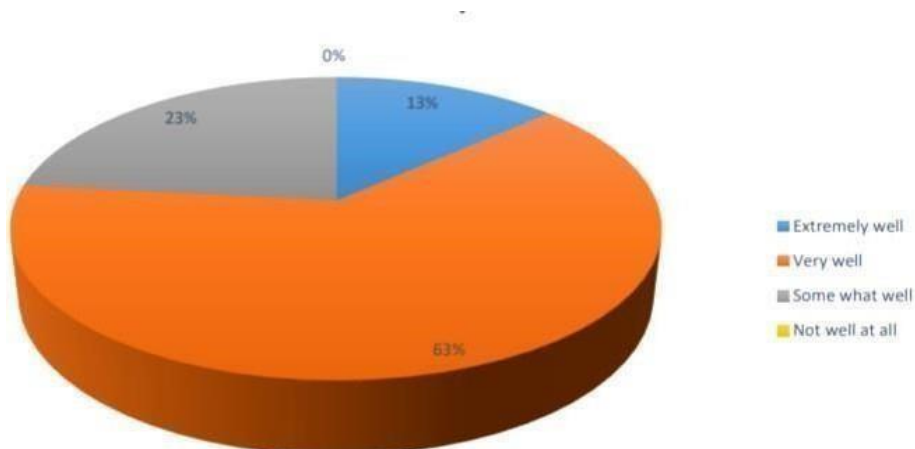


GRAPH 4. Does Jayashree meet your needs

The survey results highlight that a significant portion of respondents, 63% and 13% respectively, believe Jayashree Textiles meets customer needs either "very well" or "extremely well". This indicates a stronglevel of satisfaction among customers regarding Jayashree's ability to cater to their needs. However, the23% who responded "somewhat well" suggest there is room for improvement in meeting customer expectations. This underscore the importance of Jayashree Textiles staying updated with evolving customer needs to effectively address them and enhance overall satisfaction levels. By continuously striving to meet customer expectations, Jayashree can not only retain existing customers but also attract new ones through positive approach to customer satisfaction and constantly updating strategies to meet changing customer needs.

**Repurchase the products from Jayashree**
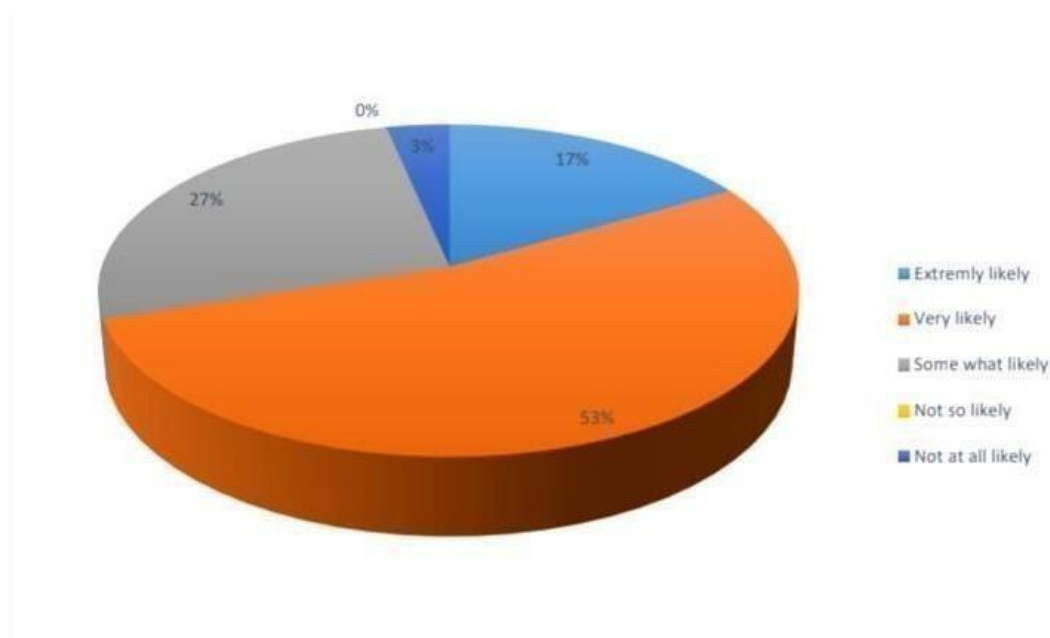


GRAPH 5. Repurchase the products from Jayashree

Graph 5 outlines the likelihood of respondents to repurchase Jayashree's products in the future, serving as a measure of customer loyalty. The data indicates a strong level of loyalty, with 53% of customers expressing they are "very likely" to repurchase, and an additional 17% stating they are "extremely likely".Moreover, 27% responded as "somewhat likely" indicating a positive inclination towards future purchases.There were no respondents who indicated being "not so likely" to repurchase, underscoring the absence ofsignificant dissatisfaction. However, 3% expressed being "not at all likely", highlighting a small but notable portion of customers who were dissatisfied with the product and service provided. The survey reveals a high level of customer loyalty towards Jayashree Textiles, with 97% of respondents indicating they are likely to repurchase. This underscores Jayashree's success in fostering customer loyalty.

Nonetheless, it's important for Jayashree Textile to address the concerns of the dissatisfied customers to maintain and strengthen its reputation for quality service.

**Would you recommend Jayashree products to others?**
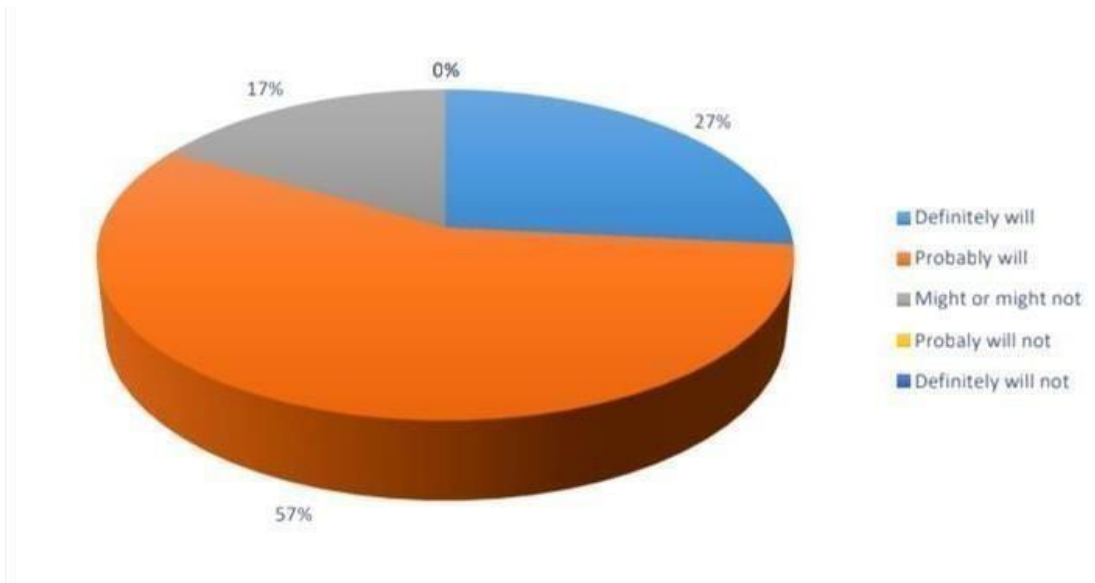
GRAPH 6. Would you recommend Jayashree products to others?

The analysis indicates that a substantial 57% of customers are inclined to recommend products of Jayashree Textiles to others, reflecting a generally positive sentiment towards the company. Additionally, 17% of respondents exhibit the highest degree of satisfaction, suggesting a core group of enthusiastic advocates. However, while these findings are promising, they also highlight an opportunity for Jayashree to further enhance its offerings. By identifying areas where additional value can be added to the service, Jayashree can cultivate stronger customer loyalty and increase the likelihood of recommendations. This might involve refining existing features, introducing new benefits, or enhancing the overall customer experience. Ultimately, by actively addressing customer feedback and continuously striving to exceed expectations, Jayashree can not only solidify its position in the market but also foster a thriving network ofsatisfied customers who endorse the brand to others.

**Time taken to address the customer's questions**
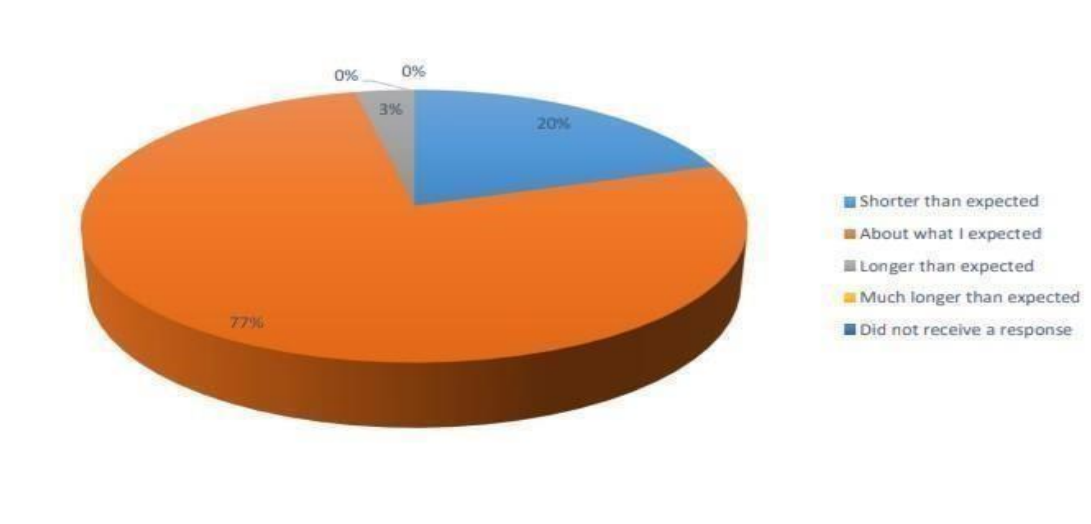


GRAPH 7. Time taken to address the customer's questions

The data from Graph 7 indicates that Jayashree is highly effective in promptly addressing customer questions and concerns, with 77% of responses in line with their expectations. This demonstrates a commitment to customer satisfaction and highlights the organisation's value to prioritizing customer needs. Moreover, 20% of customers were pleasantly surprised by receiving responses sooner than anticipated, indicating an exemplary level of responsiveness. Although a small percentage (3%) of respondents felt their questions were addressed later than expected, the overall trend suggests that Jayashree is diligent in attending to customer inquiries in a timely manner. This proactive approach toaddressing customer concerns not only fosters goodwill but also helps in retaining customers and enhancing their overall experience with the organisation.

**Jayashree Textiles response level to question and concerns about theproducts**
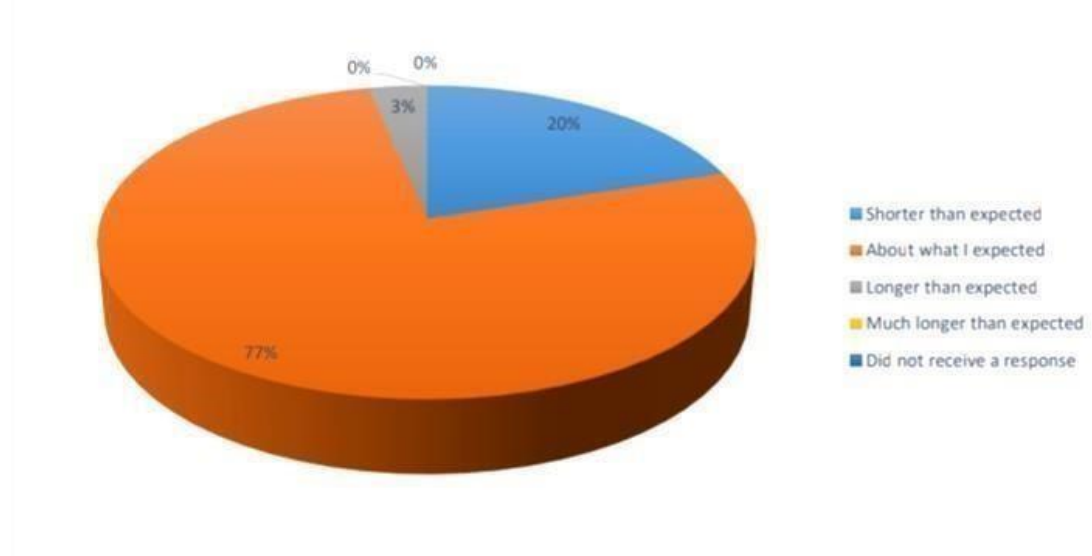


GRAPH 8. Jayashree Textiles response level to question and concerns about the service The diagram highlights the overall positive response level of Jayashree Textiles towards addressingcustomer questions and concerns about its services. A significant majority, comprising 80% of respondents, perceive Jayashree as being very responsive, while an additional 13% consider the organisation to be extremely responsive. However, there remains a small percentage (3%) of customers who feel that Jayashree is not as responsive as expected. This underscores the importance for Jayashree tofocus on addressing the needs of these customers to ensure their satisfaction and retention. As each customer serves as a valuable asset and potential advocate for the company, it is crucial for Jayashree to strive for excellence in responsiveness across all improvements, the overall trend indicates that Jayashreehas been successful in effectively addressing customer questions and concerns, positioning the organisation positively in terms of customer service satisfaction.

**Value of Jayashree Textiles product compared with the price**
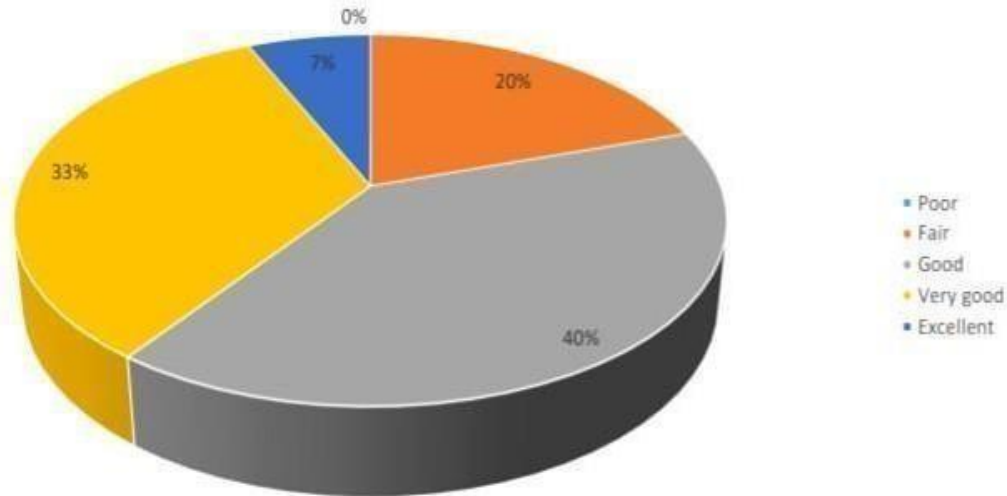


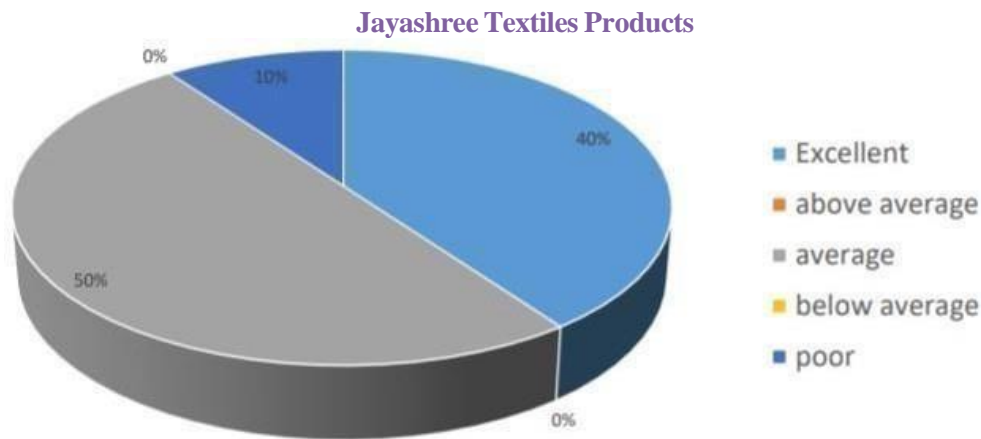GRAPH 9. Value of Jayashree Textiles product compared with the price

The chart depicting customer perceptions of Jayashree's value proposition relative to pricing showcases a diverse range of opinions. Notably, 40% of respondent are satisfied with the balance between service quality and price, while 7% express high satisfaction. Conversely, 7% indicate dissatisfaction, suggesting an area for improvement to mitigate potential negative feedback. Another 20% find the value fair, with a significant 33% believing it exceeds expectations. Crucially, no respondents rate the value as poor compared to the price, indicating generally positive sentiment. However, there's room for enhancement to consistently meet or exceed expectations, especially among those neutral or dissatisfied. Jayashree can refine offerings and communication strategies, possibly adjusting pricing or emphasizing benefits, to alignmore closely with customer preferences. Overall, while Jayashree Textile generally provides satisfactory value, ongoing efforts to enhance customer satisfaction and loyalty are warranted to ensure a compelling and competitive value proposition.

**Satisfaction with the amount of contact between products/servicesprovider and products/services receiver**
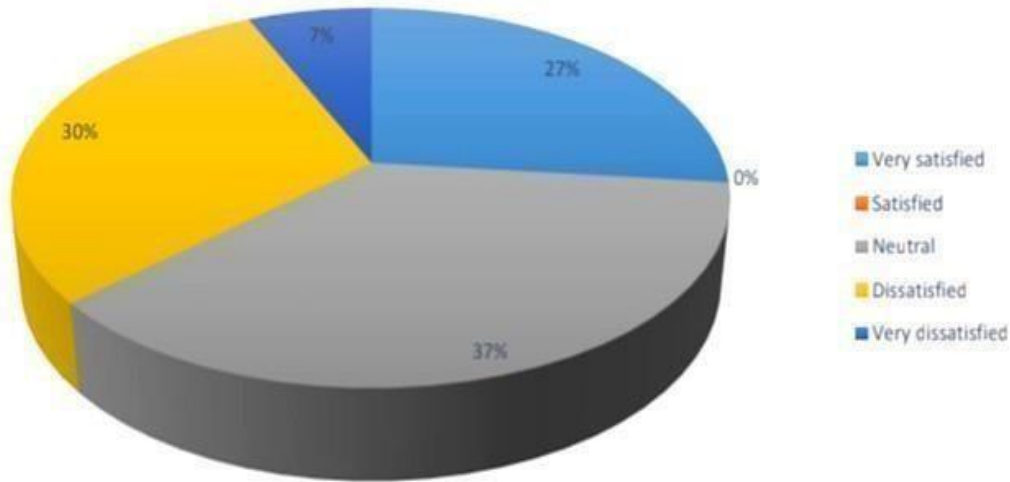
GRAPH 10. Satisfaction with the amount of contact between products/services provider and products/services receiver

The pie chart illustrates the satisfaction levels regarding the frequency of communication between Jayashree and its customers. Impressively, all respondents express some level of satisfaction, indicating a positive trend of satisfaction, indicating a positive trend in customer – provider interaction. However, thereare notable distinctions within the data. The largest segment, comprising 37% of respondents, holds a neutral stance on the amount of contact, suggesting potential opportunities for Jayashree Textiles to furtherengage with these customers. Additionally, 30% express dissatisfaction with the communication frequency, highlighting an area for improvement to address concerns and enhance engagement. On the other hand, 27% of respondents are satisfied with the level of contact, reflecting a solid foundation of positive interactions. Finally, 7% of customers express a need for increased communication to address specific issues or concerns they may have. Overall, while Jayashree has achieved a high level of satisfaction in communication, there remains room for improvement to ensure all customers feel adequately engaged and supported throughout their interactions with the organization.

GRAPH 11. Jayashree Textiles products

The pie chart illustrates customer perceptions of the service provided by Jayashree Textiles. Impressively,40% of respondents rated the service as excellent, reflecting a strong positive sentiment towards JayashreeTextile's offerings. However, the majority of respondents, constituting 50% perceive the service as serviceas average, indicating room for improvement to elevate the overall customer experience. Notably, 10% ofcustomers expressed dissatisfaction with the service, clarifying it as poor. Interestingly, the survey did notcapture any responses for below – average or above – average service, suggesting a concentration of opinions towards the extremes of the spectrum. In summary, while Jayashree has achieved excellence in asignificant portion of its customer base, there's a clear need for development to enhance service quality and strive towards consistently earning excellent ratings from all customers.

### Analysis of Interview

The interviews shed light on the shared emphasis placed on ethical values within their respective roles atJayashree Textiles. Despite occupying different positions within the organisation, both interviewees

conveyed a strong commitment to upholding ethical standards, particularly within the realm of fabric manufacturing. They highlighted the continuous improvements made to align with the company's objectives, underscoring their dedication to enhancing customer satisfaction and loyalty. they offered valuable insights into how Jayashree approach to prioritizing ethics underscores Jayashree's commitment to integrity and accountability across all levels of the organization, ultimately contributing to its reputationas a responsible and trustworthy product and service provider.

Theme 1 focused on past goals and quality improvement efforts at Jayashree. Emphasis was given on theprimary goal of recruiting a suitable person for quality control in both office and industrial sectors. The goal of enhancing quality to meet customer preferences and increase flexibility, ultimately leading to greater customer satisfaction. The analysis suggests that recruiting the right personnel and continually improving services to meet

customer needs were key objectives.

In theme 2, the interviewees discussed their views on customer satisfaction and its significance within the company. Both the interviewees demonstrated a clear understanding of the importance of customer satisfaction and loyalty. They emphasized that earning trust in business is impossible without satisfying customers. These terms hold immense value for the organization in a competitive market, playing a crucialrole in its longevity and success. overall, the insights provided by both interviewees highlight Jayashree's commitment to prioritizing customer satisfaction and loyalty as fundamental pillars of it operations.

In theme 3, the interviewees discussed factors influencing customer satisfaction. It was highlighted that communication and providing value for the customer's money as key influencers. On the other hand, it was also emphasized the importance of how the organization treats its customers. Both responses underscore the central role of product quality in influencing customer satisfaction. It's evident that delivering exceptional product and service is paramount to achieving customer satisfaction and fosteringloyalty. Ultimately, the insights provided by both experts highlight the critical importance of prioritizingproduct excellence to ensure positive customer experiences and long – term relationships.

In theme 4, the interviewees discussed factors influencing customer loyalty. It was emphasized the importance of providing extra services and maintaining a positive attitude towards customers to enhance satisfaction and loyalty. Similarly, it was highlighted that the significance of interacting with customers tobetter understand their needs and fulfil their demands, ultimately leading to increased satisfaction and loyalty. both interviewees demonstrated a proactive approach focused on strengthening customer loyalty rather than losing customers. Their insights reflect a shared understanding within Jayashree of the importance of fostering positive relationships and meeting customer expectations to drive loyalty and retention.

In theme 5, the interviewee suggested several strategies to improve customer satisfaction for the case company. They emphasized the importance of having expert and trained workers, who can deliver high –quality service. Additionally, they highlighted the significance of frequent follow – ups with customers togather feedback and tailor products to their needs. Leveraging modern technology to enhance product quality was also identified as a key aspect that could contribute to customer satisfaction. Overall, understanding and meeting customer needs emerged as a central theme in improving satisfaction.

In theme 6, the challenges faced during the job were discussed, with communication identified as a criticalfactor. The interviewee stressed the importance of effective communication between the company and customers to understand their needs accurately. Lack of communication was highlighted as a significant challenge, as it can hinder the company's ability to fulfil customer expectations. This insight underscores

the importance of actively engaging with customers to gather feedback and ensure their needs are meteffectively, ultimately leading to increased satisfaction and decreased challenges in service delivery.

In theme 7, both interviewees shared insights on the challenges in increasing customer satisfaction and loyalty. It was noted that difficulty in achieving 100% satisfaction, citing communication gaps with customers and the impact of costs as significant hurdles. Similarly, the importance of employees being well – informed about customer needs, highlighting potential challenges stemming from information gapswithin the organization. Both emphasized the critical role of effective communication and information sharing among all stakeholders, including employers, employees and customers, to address these challenges and enhance satisfaction and loyalty. This underscores the importance of establishing a robustnetwork and fostering collaboration to overcome obstacles and improve overall customer satisfaction andloyalty.

Theme 8 focused on the qualities required for employees. The importance of employees being open, social, flexible and capable of making independent decisions beneficial for the company, while it was alsohighlighted that the significance of a positive attitude and general experience in the field. Both interviewees underscored the importance of positive attitudes, experience, and social skills in the service industry, emphasizing that

employees serve as arms of the company.

In theme 9, the interviewees discussed why customers choose Jayashree Textile. Interviewees attributed itto the company's ability to provide good products and services, understand customer interests and wishes,and employ well – trained employees who serve as effective ambassadors. This suggests that Jayashree's commitment to quality product and service and understanding customer needs plays a pivotal role in attracting and retaining customers.

Theme 10 focused on Jayashree Textiles future plans for enhancing customer satisfaction and loyalty. Both interviewees indicated plans to have representatives ensuring product quality, addressing customer concerns, and improving effectiveness through skilled employees. Additionally, plans include acquiring tools, transportation, and essential equipment, maintaining stores, and updating the company website.
These plans demonstrate Jayashree's commitment to both short – term and long – term strategies for future development, aimed at increasing potential customers and ensuring smooth operations.

The findings summarized above indicate that organizational members working together contribute positively to customer satisfaction and loyalty. However, there were areas such as communication, information dissemination, and effectively planning that require further attention and improvement. Enhancing these aspects can help the organization build a positive reputation and gain recognition. Thenext chapter will unveil recommendations proposed by the researcher to address these areas and furtherenhance customer satisfaction and loyalty within the organisation.

## FINDINGS OF THE STUDY

- The majority of customers are satisfied with the fabrics and services of Jayashree Textile

- The organization is constantly trying to improve its products continuously

- There are a few people who are not at all responsive

- Few percentage of people are not satisfied with the services Jayashree Textiles

- Jayashree Textiles take special care in inspecting the product quality

**LIMITATION**

o   The entire applies only on the specific concern.

o   The findings and the conclusion are based on the knowledge and experience of the respondents.

o   The information collected from the employees may not be 100%  true, some may be false.

o   There are huge number of employees, but the study was made only with a limited number of samples.

o   Research was to be maintaining the decorum of the company.

o   Due to heavy engagement of top management people and other personnel, many other information could not be collected within the limited span of time.

## CONCLUSION

Every company aims to maintain a long-term relationship with its customers and the business organization. Understanding and satisfying customer needs are fundamental for any business aiming to establish and maintain long –term relationships. Customer satisfaction not only influences overall businessoperations but also contributes to acquiring potential customers and fostering loyalty. Satisfied customers become advocates for the brand, leading to recommendations and an increased customer base. Thus, prioritizing customer satisfaction is crucial for sustaining and growing a successful business.

This thesis delves into the intricate relationship between customer satisfaction and loyalty, recognizing that satisfied customers are essential for business success. Through research, the authors found that meeting customer demands and delivering quality service are pivotal in ensuring satisfaction and fostering loyalty.Satisfied customers not only continue to use the service but also share positive experiences, attracting newcustomers. Conversely, dissatisfied customers may deter from patronizing the business. Ultimately, customer satisfaction emerges as a critical factor influencing business profitability and growth.

The case study focused on Jayashree Textiles, located in Rishra, West Bengal, chosen for its relevance tothe topic of customer satisfaction and loyalty. Throughout the thesis writing process, valuable insights were gained into the case company and expressed gratitude for its support. Engaging in this research influenced me to interact with people from diverse cultures and gain a deeper understanding of local organisations. The thesis employed both qualitative and quantitative methods to gather valuable information, which was analysed and verified information, which was analysed and verified using scientific research approaches, method, tools and theoretical frameworks.

The research conducted during this thesis facilitated the analysis of customer satisfaction and loyalty within the case company, Jayashree Textiles. Customer responses and comments indicate that Jayashree Textiles excels in providing high – quality products, leading to high levels of customer satisfaction and loyalty. Maintaining this satisfaction and loyalty is crucial for sustaining success. Furthermore, the data collected from questionnaires confirms that customer satisfaction forms the foundation of customer loyalty. When customers are highly satisfied with the product and service, it naturally fosters loyalty. Thus,there is a clear correlation between customer satisfaction and loyalty within Jayashree Textiles.

The results of the questionnaire survey conducted within the customers of Jayashree Textiles provided valuable insights into customer satisfaction and loyalty. the survey, comprising multiple – choice and open – ended questions, helped identify areas for future improvement. While overall satisfaction with Jayashree's

products was high among respondents, there were still areas requiring attention and enhancement. For instance, updating information and informing customers about new products could be improved. Therefore, despite the majority of customers expressing satisfaction, the organisation should acknowledge its weaknesses and strive for continuous improvement to meet customer expectations effectively. Measuring customer satisfaction requires the application of various methods to analyze the outcomes comprehensively. Customers evaluate the value of products or services before, during, and after purchase, leading to potential variations in satisfaction levels. Therefore, conducting surveys is essential togauge satisfaction metrics effectively. This study underscores the significance of satisfaction and loyalty ascore elements of a business. Understanding these concepts can aid the case company in building a strong reputation in the market and increasing customer demand. By prioritizing customer satisfaction and loyalty, companies can thrive in competitive environments and cultivate lasting relationships with their customers.

## Recommendations

O  Establish strong communication channels with customers to understand their needs.

O  Establish rigorous quality control checks at various stages of production.

O  Implement a advanced robust testing system to ensure the durability and reliability of the fabric

O  Provide ongoing training programs for employees to enhance skills and knowledge.

O  Optimize supply chain for timely and cost – effective procurement of raw materials.

O  Provide excellent customer service and promptly address any concerns.

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Other google documents available at the marketing department report andmanuals available in the training center.

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**ANNEXURES (QUESTIONNAIRE)**

1. In total, how long have you been a customer of Jayashree Textiles?
   - New
   - Less than 6 months
   - 1-2 years
   - 3-5 years
   - More than 5 years
2. Jayashree understands the product needs of my organization?
   - Strongly agree
   - Agree
   - Neutral
   - Disagree
   - Strongly disagree
3. Overall, how satisfied or dissatisfied are you with Jayashree Textiles?
   - Not at all satisfied
   - Somewhat satisfied
   - Satisfied
   - Very satisfied
   - Delighted
4. How well does Jayashree's products meet your needs?
   - Extremely well
   - Very well
   - Somewhat well
   - Not well at all
5. How likely are you o repurchase the products from Jayashree Textiles?
   - Extremely likely
   - Very likely
   - Somewhat likely
   - Not so likely
   - Not at all likely
6. Based on your experience of Jayashree's products, would you recommend this toindividual?
   - Definitely will
   - Probably will
   - Might or might not
   - Probably not
   - Definitely not
7. How much time did it take Jayashree Textiles to address your questions andconcerns?
   - Shorter than expected
   - About what I expected
   - Longer than expected
   - Much longer than expected
   - Did not receive a response
8. How responsive have Jayashree been to your questions and concerns about theproduct?
   - Extremely responsive
   - Very responsive
   - Somewhat responsive
   - Not so responsive
   - Not applicable
9. Overall, the value of Jayashree's products compared with the price is
   - Poor
   - Fair

    ○ Good

    ○ Very good

    ○ Excellent

10. Overall, how satisfied are you with the amount of contact between you/your organization andJayashree organization's management?
    ○ Very satisfied
    ○ Satisfied
    ○ Neutral
    ○ Dissatisfied
    ○ Very dissatisfied

11. How would you rate Jayashree Textile overall?
    ○ Excellent
    ○ Above average
    ○ Average
    ○ Below average
    ○ Poor

12. Why you choose Jayashree Textiles?
    _____
    _____

13. Please tell us what Jayashree Textiles should do to improve the quality of the documentation delivered with your platform?
    _____
    _____

14. If you have to share any additional experiences about the services, please enter them below.
    _____
    _____

15. Do you have any comments and concerns?
    _____
    _____