

A Study on Customer Relationship Management and Customer Feedback

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ABSTRACT

This study examines customer relationship management (CRM) and customer feedback practices at S. S. Super Foods Private Limited, a cattle-feed and agro-food processing company based in Chikkaballapur district, Karnataka. Using a descriptive research design, primary data were collected from 100 customers through a structured five-point Likert-scale questionnaire covering product quality, product availability and pricing, overall satisfaction, customer service, communication and feedback, and customer loyalty. Item-level analysis shows that all six dimensions received positive mean ratings above the theoretical midpoint of 3.0, with an overall composite mean of 3.79. Customer loyalty and communication/feedback responsiveness emerged as the strongest-performing areas – 85% of respondents indicated they would continue purchasing from the company, and 75–79% expressed willingness to recommend it and reported high overall satisfaction. Customer service, specifically complaint-resolution speed and consistency, emerged as the comparatively weaker dimension. The findings indicate a descriptive, pattern-based association between how the company manages customer relationships and feedback and the satisfaction and loyalty its customers report, consistent with Expectation–Disconfirmation Theory and CRM theory. The study concludes that formalizing a CRM system, tightening complaint-resolution timelines, and closing the feedback loop with customers are the most direct levers available to the company to improve retention and word-of-mouth advocacy.

Keywords: Customer Relationship Management (CRM); Customer Feedback; Customer Satisfaction; Expectation–Disconfirmation Theory; Customer Loyalty; Complaint Resolution; Agro-Food Processing SMEs; Service Quality

1. INTRODUCTION

Customer relationship management (CRM) and customer feedback are closely linked levers through which small and medium food-processing enterprises sustain repeat business in an increasingly competitive market. S. S. Super Foods Private Limited, incorporated in February 2020 and headquartered at Gollahalli village, Sadali Hobli, Chikkaballapur district, is an agro-industrial enterprise engaged in cattle-feed manufacturing and allied agro-food processing. Its customer base spans farmers, institutional buyers, and retail/wholesale purchasers across the Chikkaballapur region.

As the company grows beyond its initial offtake arrangements, its ability to convert first-time buyers into repeat, loyal customers depend on how effectively it manages ongoing relationships and how seriously it acts on the feedback those customers provide. Customer feedback – whether appreciation, complaints, or suggestions – is the primary channel through which the company learns whether its product quality, pricing, and service are meeting expectations. A structured CRM approach that captures, analyzes, and acts on this feedback is therefore central to customer retention and long-term competitiveness.

This study investigates customer satisfaction, feedback perceptions, and CRM effectiveness at S. S. Super Foods through a structured survey of 100 customers, examining six dimensions of the customer experience: product quality, product availability and pricing, overall satisfaction, customer service, communication and feedback, and customer loyalty.

1. LITERATURE REVIEW

1.1 Customer Satisfaction and Expectation–Disconfirmation Theory

Customer satisfaction is the degree of fulfilment a buyer experiences after using a product or service, reflecting how closely performance matches or exceeds prior expectations. Expectation–Disconfirmation Theory explains satisfaction as a comparative judgment: performance that exceeds expectation produces high satisfaction (positive disconfirmation), performance that merely matches expectation produces moderate satisfaction, and performance that falls short produces dissatisfaction (negative disconfirmation). Applied to a food-processing SME, even routine service lapses – a delayed response, an unresolved complaint – can tip a buyer's evaluation toward the negative side of this comparison.

1.2 Customer Relationship Management (CRM) and Customer Feedback

CRM theory frames the systematic capture and use of customer feedback as the mechanism through which firms convert satisfied buyers into loyal, repeat customers. Feedback – whether positive, negative, or constructive – is a diagnostic tool: it helps a firm identify strengths to preserve and

weaknesses to correct. Satisfaction and feedback are theorized to be mutually reinforcing: satisfied customers tend to give positive feedback and remain loyal, while dissatisfied customers voice complaints that, if resolved well, can still be retained through effective service recovery.

1.3 Empirical Perspectives and the Research Gap

A substantial body of empirical work connects CRM, customer feedback, and satisfaction across sectors. Mittal, Sharma, and Verma (2023) examined customer satisfaction and loyalty in large-scale service industries; Kumar and Sharma (2023) studied CRM practices in food-processing organizations, though primarily multinational ones; Rao, Iyer, and Nair (2022) analyzed the impact of customer feedback on business performance, largely within digital and e-commerce contexts; and Singh and Verma (2022) evaluated CRM practices and customer retention in banking and retail. A consistent limitation across this literature is that it is drawn predominantly from large, organized, or digitally native businesses, and rarely examines small and medium agro-based food-processing enterprises, where feedback is often collected informally and CRM systems are rarely formalized. This study addresses that gap by examining CRM and customer feedback specifically within a small agro-food processing enterprise.

2. CONCEPTUAL FRAMEWORK AND HYPOTHESES

The conceptual framework treats product quality, pricing/availability, customer service, and communication/feedback practices as antecedent constructs shaping the two central outcomes of interest: customer satisfaction and customer loyalty. This framework draws on Expectation–Disconfirmation Theory and CRM theory, consistent with Section 2. Based on this framework, the following hypotheses are examined:

H1 (Null)	There is no significant relationship between customer feedback practices and customer satisfaction at S. S
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H1 (Alt.)	There is a significant positive relationship between customer feedback practices and customer satisfaction
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H2 (Null)	Product quality has no significant impact on customer satisfaction.
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H2 (Alt.)	Product quality has a significant positive impact on customer satisfaction.
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H3 (Null)	Pricing does not influence customer satisfaction.
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H3 (Alt.)	Pricing influences customer satisfaction.
H4 (Null)	Customer service quality has no significant effect on customer satisfaction.
H4 (Alt.)	Customer service quality has a significant positive effect on customer satisfaction.

RESEARCH METHODOLOGY

Research Design

This study adopts a descriptive, cross-sectional research design appropriate for capturing a snapshot of customer perceptions of CRM effectiveness, feedback handling, and satisfaction at a single point in time.

Sampling and Data Collection

A convenience sampling method was used to select 100 customers of S. S. Super Foods within the Chikkaballapur region. Primary data were collected through a structured questionnaire combining demographic items and Likert-scale statements; secondary data were drawn from company records and published literature.

Measurement Instrument

The questionnaire measured 24 substantive items on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), grouped into six dimensions of four items each: Product Quality (product quality, freshness, taste consistency, packaging); Product Availability & Pricing (availability, price reasonableness, value for money, product variety); Overall Product Satisfaction (labelling clarity, food safety, satisfaction with overall quality, satisfaction with quality consistency); Customer Experience & Purchase Intent (expectations met, overall experience, continued-purchase intent, and a related loyalty item); Customer Service (complaint-response speed, staff courtesy, complaint-resolution quality, and a related service item); and Communication & Feedback (whether the company values feedback, ease of communication, whether the company acts on feedback, and whether feedback is used to improve). A separate demographic block captured gender, age, occupation, and purchase duration.

Analytical Methods and a Note on Statistical Scope

Analysis is based on aggregated response-frequency tables per item, from which item-level means,

standard deviation-equivalent spread, and top-two-box (Agree + Strongly Agree) percentages were computed directly. Items were grouped into six construct-level composite means for comparison. As with comparable single-firm studies, the dataset available consists of aggregated frequency counts rather than linked respondent-level records; Pearson correlation, multiple regression, and Chi-square tests of independence therefore could not be legitimately computed from it, and hypothesis assessment in Section 5.4 is presented as a descriptive, pattern-based evaluation rather than a statistically inferential one.

RESULTS AND DATA ANALYSIS

Demographic Profile of Respondents

Of the 100 respondents, 47% were female, 44% male, and 9% preferred not to disclose gender. Age distribution skewed younger: 33% were below 25 years and 30% were aged 26–35, together accounting for 63% of the sample. By occupation, business owners and employees each made up 26% of respondents (52% combined), followed by students (23%). A large majority – 85% – had purchased from the company for at least one year, with 36% in the 1–3-year range, indicating a customer base with sufficient tenure to meaningfully evaluate CRM and feedback practices.

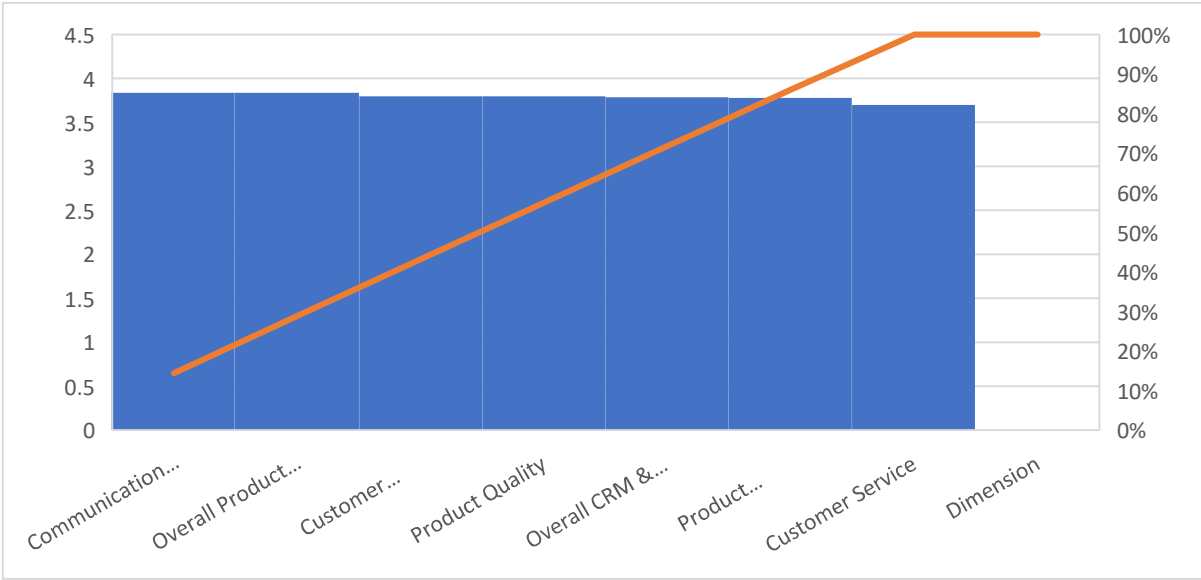
Construct-Level Comparison

Table 1 compares the six measured dimensions by composite mean score, computed from the 24 underlying Likert items (four per dimension).

Dimension	Coposite Mean (of 5.00)	Top-2-Box (Agree/Strongly Agree)
Customer Experience & Purchase Intent	3.80	73.3%
Communication & Feedback	3.84	73.3%
Overall Product Satisfaction	3.84	70.3%
Product Quality	3.80	71.3%
Product Availability & Pricing	3.78	68.0%
Customer Service	3.70	66.3%
Overall CRM & Feedback Composite	3.79	70.4%

Table 1: Construct-Level Composite Means (N = 100)

All six dimensions score above the theoretical midpoint of 3.0, indicating generally positive customer perceptions across the board. Communication & Feedback and Overall Product Satisfaction are the highest-scoring dimensions (mean 3.84 each), while Customer Service is the comparatively weakest (mean 3.70). Two individual items stand out at the extremes: 85% of respondents agreed or strongly agreed they would continue purchasing from the company – the single highest score in the survey – while complaint-resolution items clustered around 61–64% agreement, the lowest scores recorded.



Hypothesis Assessment (Descriptive Basis)

Hypothesis Assessment Summary (descriptive, pattern-based)

Because respondent-level raw data were not available, these assessments reflect directional, pattern-based support rather than statistically inferred significance.

DISCUSSION

The findings indicate that S. S. Super Foods maintains consistently positive customer perceptions across all six measured dimensions, with no dimension falling below the theoretical midpoint. The strength of the Communication & Feedback dimension (3.84), combined with the very high continued-purchase intent (85%), suggests that customers already perceive the company as responsive and that this responsiveness translates into behavioural loyalty – consistent with CRM theory's premise that consistent, visible use of customer feedback is what converts satisfied buyers into repeat customers.

Customer Service is the clearest area for improvement. Within this dimension, complaint-resolution quality (61% agreement) and complaint-response speed (64% agreement) are the two lowest-rated items in the entire survey. Under Expectation–Disconfirmation Theory, this pattern suggests that while customers do not consider complaint handling poor, actual performance least exceeds their prior expectations in this area – making it the dimension with the greatest room for improvement relative to expectations, and the most likely source of negative disconfirmation if left unaddressed. Pricing and value-for-money items also scored comparatively lower (62–70% agreement) than product quality items, echoing a common finding in SME food-processing research: customers who are otherwise satisfied with the product itself remain more price-sensitive and less certain about value for money than about quality or safety. It should be reiterated that these interpretations rest on descriptive, item-level evidence. Without respondent-level raw data, it is not possible to confirm whether the customers who rate complaint resolution lowest are the same customers who rate overall satisfaction lowest, or whether the CRM–satisfaction relationship holds at the level of individual respondents rather than only in aggregate

CONCLUSION AND MANAGERIAL IMPLICATIONS

This study examined customer relationship management and customer feedback practices at S. S. Super Foods Private Limited using a structured survey of 100 respondents across 24 items mapped to six dimensions. The evidence indicates that the company has achieved a strong overall level of customer satisfaction and loyalty, with particular strength in communication and responsiveness to feedback, and comparatively weaker (though still positive) performance in complaint resolution and pricing perception. The following conclusions are drawn:

- Customer feedback practices and customer satisfaction move closely together at S. S. Super Foods, with strong continued-purchase intent (85%) and recommendation intent (approx. 75-79%) indicating that responsiveness to feedback is already a meaningful driver of loyalty.
- Product quality, freshness, taste consistency, and food safety are consistently well-rated and should be maintained as core differentiators.
- Customer Service – specifically complaint-resolution speed and quality – is the company's clearest improvement area and the most likely source of customer dissatisfaction if left unaddressed.
- Pricing transparency and communication of value-for-money are secondary but meaningful areas where targeted improvement is likely to yield satisfaction gains.
- Formalizing a CRM system with defined complaint-resolution service-level timelines, and closing the feedback loop by communicating changes made in response to customer input, are the most direct levers available to the company.'

Limitations and Future Research

The convenience sampling approach may introduce selection bias, and the single-firm, cross-sectional design limits generalizability beyond S. S. Super Foods. The available dataset consists of aggregated item-level frequency counts rather than respondent-level raw data; consequently, Pearson correlation, multiple regression, and Chi-square tests of independence – needed to formally test the statistical significance of the relationships proposed in Section 3 – could not be computed and represent the most important direction for future work. Future studies should retain the original respondent-level survey export so that construct reliability (Cronbach's alpha), correlation, and regression analyses can be conducted.

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