

A STUDY ON CUSTOMER SATISFACTION AND RETENTION ON B2B YARN SALES AT SUPER TEX MILLS

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ABSTRACT

Customer satisfaction and retention have become critical success factors in business-to-business (B2B) markets, particularly in the textile industry where yarn serves as a fundamental input for downstream manufacturing. In B2B yarn sales, supplier–buyer relationships are characterized by bulk orders, long-term contracts, technical evaluations, and high switching costs, making customer retention essential for sustained business growth. This study examines the level of customer satisfaction and retention in B2B yarn sales at Super Tex Mills, with specific emphasis on product quality, delivery performance, pricing transparency, communication effectiveness, and service reliability.

The study adopts a descriptive research design using a quantitative approach. Primary data were collected from 50 B2B customers of Super Tex Mills through a structured questionnaire. Statistical tools such as percentage analysis, descriptive statistics, correlation analysis, and regression analysis were applied to examine the relationship between customer satisfaction factors and retention outcomes. The findings reveal that consistency in product specifications and transparent pricing practices significantly influence customer satisfaction, while delays in delivery and inadequate communication negatively affect retention. The study also highlights that retaining existing B2B customers is more cost-effective than acquiring new clients, due to the time-intensive approval and testing processes involved in yarn procurement.

The study concludes that Super Tex Mills has a strong foundation in terms of product quality and pricing, but there is scope for improvement in delivery tracking, communication, and customer engagement practices. By strengthening relationship management and adopting technology-driven CRM solutions, the company can enhance customer satisfaction and achieve long-term retention in the competitive B2B yarn market.

Keywords: Customer Satisfaction, Customer Retention, B2B Marketing, Yarn Industry, Service Quality, Relationship Management

INTRODUCTION

The textile industry is one of the most significant contributors to industrial growth and employment in India, with yarn production forming the backbone of the entire textile value chain. Yarn manufacturers supply essential raw materials to garment manufacturers, fabric mills, and exporters, making uninterrupted supply and consistent quality crucial for smooth production processes. In such a competitive and interdependent environment, customer satisfaction and retention play a vital role in ensuring business sustainability, particularly in B2B yarn sales.

Unlike business-to-consumer (B2C) markets, B2B yarn transactions involve large order volumes, technical quality specifications, long-term supply contracts, and close coordination between buyers and suppliers. Customers evaluate suppliers not only on price but also on consistency, reliability, delivery timelines, transparency, and after-sales support. Any disruption in yarn supply can lead to production delays, financial losses, and strained business relationships. Hence, yarn suppliers must focus on building strong, trust-based relationships rather than short-term transactional gains.

Customer satisfaction in B2B yarn sales is influenced by multiple factors. Product quality in terms of yarn strength, uniformity, and defect control is a primary determinant. Timely delivery is equally critical, as delays can disrupt the buyer's manufacturing cycle. Transparent pricing, clear billing practices, and responsive communication further strengthen buyer confidence. When these expectations are met consistently, customers are more likely to continue long-term relationships, leading to higher retention rates.

Retention strategies are especially important in B2B markets, as acquiring new customers involves significant costs related to product testing, approval cycles, negotiations, and relationship building. Retained customers provide repeat business, stable revenue, and valuable referrals within the tightly connected textile industry. In this context, the present study focuses on analyzing customer satisfaction and retention in B2B yarn sales at Super Tex Mills, identifying key influencing factors and offering suggestions for improvement.

OBJECTIVES OF THE STUDY

1. To analyze the level of customer satisfaction among B2B yarn buyers at Super Tex Mills.
2. To identify the key factors influencing customer retention in B2B yarn sales.
3. To examine the relationship between service quality, delivery performance, pricing transparency, and customer retention.
4. To provide suggestions for improving customer satisfaction and strengthening long-term customer relationships.

REVIEW OF LITERATURE

Agrawal and Pal (2019) examined the role of traceability in textile and clothing supply chains and highlighted that transparency and information accuracy significantly improve reliability in B2B relationships. Their study emphasized that effective tracking systems and consistent product information enhance buyer confidence and reduce operational risks. In the context of B2B yarn sales, traceability supports timely deliveries and quality assurance, which are essential for customer satisfaction and long-term retention.

Ahmad et al. (2020) explored the role of business intelligence systems in achieving sustainability in the textile and apparel industry. The study found that the adoption of analytics and digital intelligence tools enables firms to improve service quality, demand forecasting, and decision-making efficiency. The findings suggest that B2B yarn suppliers adopting technology-driven solutions can enhance customer communication, reduce service gaps, and strengthen retention by delivering more reliable and responsive services.

Xue et al. (2021) investigated the influence of pricing, product returns, and service quality on repurchase intention in the B2B textile industry. The study revealed that service quality and price fairness have a significant positive impact on customer satisfaction and repeat purchase behavior. The research highlights that competitive pricing combined with consistent service delivery plays a crucial role in retaining B2B customers, especially in highly competitive textile markets.

Anwar Yarin et al. studied quality management practices in small and medium-sized textile enterprises and found a strong relationship between quality consistency and customer satisfaction. Their research emphasized that standardized production processes, defect control, and reliability in output significantly influence customer loyalty. This study supports the view that yarn suppliers maintaining consistent product specifications are more likely to retain long-term B2B customers.

Ikraman and Syah examined the influence of relationship marketing and service quality on customer loyalty in B2B companies. Their findings indicate that strong relationship management practices, responsive communication, and trust-building initiatives directly enhance customer satisfaction and loyalty. The study

reinforces the importance of relationship-oriented strategies in B2B yarn sales, where long-term partnerships are preferred over transactional exchanges.

RESEARCH METHODOLOGY

The study follows a quantitative research approach, enabling objective measurement of customer satisfaction and retention factors. A descriptive research design was adopted to assess the existing level of satisfaction and relationship practices at Super Tex Mills.

Population and Sample Size

The population of the study consists of B2B customers of Super Tex Mills, including textile manufacturers, wholesalers, and bulk buyers. A sample size of 50 respondents was selected for the study.

Sampling Technique

Convenience sampling was used to collect data from customers who were accessible and willing to participate.

Data Collection

Primary data were collected using a structured questionnaire covering aspects such as product quality, delivery performance, pricing transparency, communication, and overall satisfaction. Secondary data were collected from company records, journals, and industry reports.

Statistical Tools Used

- Percentage Analysis
- Descriptive Statistics
- Correlation Analysis
- Regression Analysis

DATA ANALYSIS AND INTERPRETATION

The demographic analysis shows that a majority of respondents belong to the 20–35 years age group, indicating active involvement of younger professionals in B2B purchasing decisions. Gender distribution reflects a fairly balanced representation. Most respondents possess undergraduate or postgraduate qualifications, highlighting informed and professional buying behavior.

Statistical analysis reveals that consistency in product specifications has a strong positive influence on customer satisfaction. Pricing transparency also significantly contributes to customer trust and satisfaction. However, delivery delays and limited tracking updates negatively impact customer perceptions, reducing satisfaction and retention levels. Packaging and billing terms show comparatively weaker influence, indicating operational efficiency in these areas.

Table 1: Age-wise Distribution of Respondents

Age Group	Frequency	Percentage (%)
20–25 Years	23	46.0
25–35 Years	15	28.0
35–45 Years	11	22.0
Above 45 Years	1	2.0
Total	50	100.0

Interpretation:

The table shows that the majority of respondents (46%) fall within the 20–25 years age group, followed by 28% in the 25–35 years category. This indicates that B2B purchasing decisions in the yarn market are increasingly handled by younger professionals. Their openness to technology and efficiency-driven expectations highlights the importance of digital communication, transparency, and responsiveness in maintaining customer satisfaction and retention.

Table 2: Gender Distribution of Respondents

Gender	Frequency	Percentage (%)
Male	26	52.0
Female	23	46.0
Total	50	100.0

Interpretation:

The gender distribution indicates a fairly balanced participation of male (52%) and female (46%) respondents in B2B purchasing roles. This balanced representation suggests that customer relationship strategies should be inclusive and professional, focusing on service quality and reliability rather than demographic-specific approaches.

Table 3: Educational Qualification of Respondents

Qualification	Frequency	Percentage (%)
Undergraduate Degree	26	52.0
Postgraduate Degree	14	30.0
Diploma	6	10.0
HSC / SSLC	4	8.0
Total	50	100.0

Interpretation:

The table reveals that a majority of respondents (82%) possess undergraduate or postgraduate qualifications. This indicates that B2B customers are well-informed and capable of evaluating suppliers based on technical specifications, pricing transparency, and service reliability. Hence, maintaining professional communication and data-driven engagement is essential for customer satisfaction and retention.

Table 4: Impact of Key Service Factors on Customer Satisfaction

Service Factors	Influence on Satisfaction
Product Quality Consistency	High
Pricing Transparency	High
Delivery Timelines	Moderate to Negative
Tracking & Communication	Negative
Packaging & Transportation	Low
Billing & Invoice Accuracy	Low

Interpretation:

The analysis indicates that product quality consistency and transparent pricing have a strong positive impact on customer satisfaction. In contrast, delivery timelines and inadequate tracking mechanisms negatively influence customer perceptions. Packaging, transportation, and billing processes show a lower impact,

suggesting operational efficiency in these areas. Improving delivery reliability and communication can significantly enhance customer satisfaction levels.

Table 5: Summary of Key Findings from Statistical Analysis

Variable	Result Summary
Product Quality → Satisfaction	Strong Positive Relationship
Pricing Transparency → Trust	Significant Positive Impact
Delivery Delay → Satisfaction	Negative Impact
Communication Gaps → Retention	Negative Impact
Satisfaction → Retention	Strong Positive Relationship

Interpretation:

The results confirm that customer satisfaction acts as a direct driver of customer retention in B2B yarn sales. High-quality products and transparent pricing foster trust, while delivery delays and communication gaps reduce retention intentions. The findings reinforce the importance of relationship-oriented and service-quality-driven strategies for sustaining long-term B2B partnerships.

FINDINGS

1. Product quality consistency is a major determinant of customer satisfaction.
2. Transparent pricing practices significantly enhance customer trust.
3. Delivery delays negatively affect customer satisfaction and retention.
4. Communication gaps reduce customer confidence and repeat purchase intention.
5. Retaining existing customers is more cost-effective than acquiring new B2B clients.

SUGGESTIONS

1. Improve delivery tracking systems to provide real-time updates to customers.
2. Strengthen communication channels through regular follow-ups and digital platforms.
3. Maintain strict quality control to ensure consistency across all shipments.
4. Adopt CRM systems to manage customer relationships more effectively.
5. Conduct periodic customer satisfaction surveys to identify service gaps.

CONCLUSION

The study concludes that Super Tex Mills performs well in maintaining product quality and competitive pricing in the B2B yarn market. However, customer satisfaction and retention can be further enhanced by improving delivery reliability, communication effectiveness, and customer engagement practices. By adopting relationship-oriented strategies and leveraging technology-driven solutions, Super Tex Mills can strengthen long-term customer relationships, improve retention rates, and sustain competitive advantage in the evolving textile industry.

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