University of Wales Trinity Saint David

A Study of Company Growth and Customer Satisfaction in Jet2Holidays

Independent Project

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CHAPTER 1 INTRODUCTION

1.1. Company background:

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Leading UK tour operator Jet2holidays has grown rapidly in recent years to become the second largest provider of package holidays in the country. With ATOL-protected package holidays to destinations in Europe, the Mediterranean and the Canary Islands, Jet2holidays is part of the travel company that offers travel including flights, accommodation, luggage and transfers, providing flights to 65 destinations from 13 airports in England (Jet2Holidays). The airline is part of Dart Group PLC, founded in 1983. Following the success of their charter flights, the airline was incorporated on 11 December 2002 and announced that official Jet2.com flights would begin in February 2003, achieving success by selling 12,000 tickets online in 24 hours for its first flight on 12 February 2003, followed by a full-service operation in September 2004. By the summer of 2024, Jet2 plc will be serving over 17,000 employees across the UK and overseas. As a result of the company's strong market position and focus on customer service, it is ranked at the top of the UK Customer Satisfaction Index (UKCSI) and has won numerous industry awards (Virani, 2022).

1.1.1. OPERATIONAL CHALLENGES ASSOCIATED WITH RAPID GROWTH AT JET2HOLIDAYS

Jet2holidays is one of the leaders in the travel sector, generating greater revenues and expanding its consumer base. A well-thought-out business plan, high prices, and a great name for customer service have all contributed to this company's success. But this growth also makes it hard to keep processes going easily and meet the needs of more customers in a travel market that is changing quickly and getting more competitive. This is hard to handle

because operations need to be managed, especially during crowded travel times and when there are political events or global health situations (Krim Jai, 2023, p.267).

1.2. SIGNIFICANCE OF THE RESEARCH

The results from this study may be very useful for a travel agency if they can identify the factors that influence client satisfaction and loyalty. This shows where to invest to get the best return on investment (ROI) in terms of service quality, which is vital for building customer loyalty and attracting new customers. Operational planning and workflow may benefit from company awareness, staff shortages and online reputation threats, particularly during excessive seasons. The report points out the importance of digital reputation management and customer-focused tactics to stay competitive in the constantly developing travel industry. It establishes a strategy to enhance satisfaction of the customers, reduce consumer complaints, and increase sustainability in the long term.

1.3. RESEARCH AIMS AND QUESTIONS

1.3.1. AIMS OF RESEARCH ACTIVITY

The purpose of this study is to look at the association between Jet2holidays' customer satisfaction and its continued growth. It seeks to investigate how service quality, client engagement strategies, and internet reputation influence brand loyalty and repeat purchases. In addition, the research aims to discover the operational issues that develop as result of fast growth, as well as how these challenges influence the organization's ability to sustain high customer satisfaction.

Through this analysis, the research will provide insights into how Jet2holidays can continue to grow its operations while maintaining consumer happiness in a travel business that is both competitive and driven by digital technology.

1.3.2. OBJECTIVES OF RESEARCH ACTIVITY

This study brings out the essential part that customer satisfaction plays crucial role in boosting Jet2holidays' company development, customer loyalty, and competitive positioning in United Kingdom.

1. To determine the relationship between company growth and customer satisfaction at Jet2holidays.

2. To identify the key challenges Jet2holidays faces in maintaining high customer satisfaction during periods of rapid growth and increased market competition.
3. To analyse the impact of digital innovations and customer service strategies on process efficiency and brand image.
4. To provide recommendations on what strategies can improve customer satisfaction at Jet2holidays.

Existing studies on service quality, customer satisfaction, and business growth have shaped the direction of this research.

1.3.3. RESEARCH QUESTIONS

This study will find out answer to the following questions:

- What factors influence the level of customer satisfaction at Jet2holidays?
- What effect does Jet2holidays' customer service approach have on repeat reservations and client loyalty?
- How do the digital innovations that Jet2holidays uses affect the business's ability to make revenue?
- What are the challenges Jet2holidays faces in maintaining high customer satisfaction in a competitive travel business?

1.4. CHAPTER SUMMARY

Chapter 1 presents Jet2holidays as one of the UK's fastest-growing tour operators, detailing its transformation from a simple aviation company to a large package-holiday provider with over 6.5 million consumers by 2025. The chapter discusses how the company's fast expansion has enhanced its market position while triggering operational issues such as employee pressure, changing consumer expectations, and adaptability to external factors. The study's relevance is highlighted by its focus on understanding how customer satisfaction promotes brand loyalty, repeat bookings, and long-term organisational performance. The study targets, objectives, and questions are carefully designed to investigate the link between growth, service quality, digital innovation, and consumer happiness at Jet2holidays. Overall, the chapter presents the justification for investigating how the organisation may sustain high customer satisfaction levels amid a time of growth and increased competition.

CHAPTER 2 CRITICAL LITERATURE REVIEW

2.1. INTRODUCTION

This chapter presents a comprehensive evaluation of the literature on customer happiness, service quality, and operational performance in the travel and tourist industries. Service-based businesses depend significantly on client perceptions and experiences, understanding the sources of happiness is critical for retaining competitiveness and reaching long-term success. The chapter focusses into key topics related to Jet2holidays, including as service expectations, digital innovation, value creation, and the role of consumer communication in influencing satisfaction and loyalty. It also assesses usual challenges for quickly growing tour companies, such as staff limitations, operational delays, and rising client demands. The topic is underpinned by proven theoretical models like as SERVQUAL, the Service-Profit Chain, and Saunders' Research Onion, which together offer an analytical framework for determining how service quality affects customer outcomes. This study serves as the framework for later examination of Jet2holidays' performance and its link to customer satisfaction.

2.1.1. CUSTOMER SATISFACTION IN THE TRAVEL INDUSTRY

The leading factor in the success of airlines is their operational efficiency, which is mainly influenced by how they understand the culture of their customers; these facts are especially important for businesses like Jet2holidays, which operate in different countries (Shah and Patel, 2024). According to another study by the International Journal Scientific and Research Publications, aspects such as service quality, value and loyalty, which are influenced by the gap between what consumers expect and what they have experienced, are crucial in creating a positive perception of satisfaction (Atabey 2019). In the innovative era and environmentally oriented, Jet2holidays has started using sustainable aviation fuel (Jain et al. 2021).

Jet2holidays has introduced all the latest updates to improve operational efficiency with safer and improved operations (Shah and Patel, 2024). Perceived satisfaction is the response of a customer who believes that a feature of a product or service has created a satisfactory feeling

of enjoyment from the service received. Several factors, including perceived value, communication, and service quality, influence this type of satisfaction in the tourism industry.

Sustainability has also become more important. According to research, environmentally aware passengers choose firms that use responsible practices such as Sustainable Aviation Fuel (SAF), carbon-reduction programs, and increased operational efficiency. These activities improve satisfaction by reflecting current consumer ideals.

These factors are particularly important for Jet2holidays, a company that manages both in-flight and ground services in its package offerings (Grönroos, 2007, p. 172).

(Jet2Holidays, 2023)

2.1.2. IMPACT OF CUSTOMER SERVICE STRATEGIES ON CUSTOMER'S LOYALTY

Jet2holidays' rapid growth has been significant, in terms of passengers, Jet2holidays ranked as the second largest tour operator in the United Kingdom in 2023, according to Civil Aviation Authority (CAPA) statistics, the corporation had over 15 million customers, an increase from around one million in its first year (CAPA, 2024). This growth is involved from competitive pricing, focused strategies of customer satisfaction, and innovative methodologies. However, rapid growth and development can strain operational capacity, leading to low customer satisfaction and service failures (Grönroos, 2007, p. 88). Achievement in the financial field and customer satisfaction are connected, higher customer

satisfaction can lead to more bookings, reduced advertising costs, and greater profitability for Jet2holidays. However, rapid growth can affect service quality (Anderson et al. 1994).

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Jet2holidays states “Free Child Places are available on thousands of holidays, demonstrating its commitment in family-oriented loyalty advantages Jet2holidays increased its service to include villa vacations and extended Free Child Places to children up to 17, boosting its family market position in 2025 (Jet2holidays, 2025).

Jet2holidays' included luggage limit avoids hidden expenses, another customer-focused initiative. Jet2holidays notes that all holiday packages include 22kg of hold baggage per person and 10kg of hand luggage (Jet2holidays, n.d.-b). According to tourist literature, this flexibility boosts perceived value and decreases uncertainty which are key factors in consumer happiness and loyalty. The all-inclusive plan sets Jet2holidays apart from competitors that charge extra for bags. This shows that the brand is dedicated to fairness, trust, and price that is focused on the customer (Wang, 2022).

(Jet2holidays, 2023)

Jet2holidays offers a loyalty-style membership program called "myJet2" that gives loyal clients access to exclusive deals, news of new routes.

Moreover, studies demonstrate that effective customer service techniques minimise operational risk by minimising frustration during service failures or delays (Budd & Ison, 2020). Key factors that make people committed in the airline and tourism industries are clear communication, frequent updates during delays, and efficient complaint handling (Suki, 2014). So, the literature constantly shows that customer service strategy has a direct and quantitative influence on customer retention, brand loyalty, and revenue performance.).

Official data demonstrate that the repeat booking rates for Jet2holidays package vacations reached 60% in 2023 and 2024, increasing to around 61–62% in 2025 (Jet2 plc, 2024; 2025; Aviation Week, 2024). Exact repeat booking rates for previous years were not publicly available. Jet2holidays declares that “customer loyalty drives long term financial returns,” highlighting 20% increase in bookings from existing direct customers in FY25 and a 62% repeat booking rate for package trips (Jet2 Plc, 2025).

2.1.3. AN IMPACT OF DIGITAL INNOVATIONS INTERFERES ON CUSTOMER DEMAND

Another driver of success is the digital evolution; airline drivers have invested in AI-powered customer service, online booking systems and mobile apps. These developments improve speed and simplicity, which increases customer satisfaction (Grönroos, C. 2007, pp. 12, 13). To avoid misunderstandings, technology must be used in conjunction with human services. To maximize customer expectations, Jet2holidays has introduced an AI system into its mobile app and website, providing recommendations, virtual tours and personalized travel guides. These improvements allow users to plan and manage their holidays easily and confidently (“Jet2holidays publishes updated sustainability strategy”). In addition, the tour operator continues to maintain its “red team” - uniformed staff at airports and resorts to provide periodic support and ensure a seamless customer experience (“Jet2holidays publishes updated sustainability strategy”). Digital reputation is a cornerstone of the Jet2holidays brand, regularly being compared to competitors in user ratings and reviews on Trustpilot (2023). Consumers value customer feedback on social media and websites such as TripAdvisor and Trustpilot more than corporate advertisements and information, so online reviews increase travel bookings (Banerjee, 2016). The significant presence of positive online reviews enhanced consumer confidence and significantly influenced booking picks,

especially among inexperienced or sceptical travellers evaluating airline company in comparison to other tour operators (Filieri, 2015; Banerjee and Chua, 2016).

Positive feedback reduces perceived uncertainty and strengthens brand credibility, thereby increasing customer confidence in choosing a supplier with consistently effective digital reputational indicators (Filieri et al., 2018).
Furthermore, digital innovation enhanced internal operations, facilitating staff coordination of customer updates, more efficient delay management, and expedited communication through automated systems. Innovative and responsible Jet2holidays uses sustainable aviation fuel (SAF) for faster and more reliable service and efficiency. Sustainable Aviation Fuel (SAF), Microsoft Azure for scalable cloud computing and Dynatrace APM for application performance monitoring to improve service and efficiency. Real-time data analytics improve fuel consumption, engine weight and route planning for Jet2holidays. Digital technologies enhance internal processes and service reliability (Shah and Patel, 2024). These eco-friendly methods are part of a climate transition strategy to reduce carbon emissions from passenger kilometres by 35% by 2035 (Jain et al.2021).

Overall, digital advances greatly increased consumer demand by making the online experience better, building trust via reviews, making systems more dependable, and making it easier for employees to do their jobs by cutting down on manual activities.

2.1.4. KEY CHALLENGES JET2HOLIDAYS FACES IN MAINTAINING HIGH CUSTOMER SATISFACTION DURING PERIODS OF RAPID GROWTH AND INCREASED MARKET COMPETITION.

Factors challenged air travel industry are described below:

WORKPLACE CAPACITY AND TRAINING

Jet2holidays has grown rapidly, from around 2.5 million clients in 2018 to more than 6.5 million by 2025, putting significant pressure on operational employees. Rapid development often results in workforce shortages, decreased training time, and inconsistent service delivery (Yee, Yeung, & Cheng, 2010). Tourism study demonstrates that when employee workload exceeds staffing capacity, service quality deteriorates and satisfaction levels fall. This is particularly important in aviation, where delays, safety-critical operations, and seasonal peaks increase task demands. Airport personnel, cabin crew, resort representatives, and contact centre workers must maintain excellent service standards even

as operational complexity grows. Workforce stress and limited training opportunities make it challenging to sustain elevated levels of satisfaction throughout growth (Yee et al., 2010).

Jet2holidays has high customer satisfaction, but publicly available employee data shows mixed internal staff satisfaction, which could be cause for concern during rapid growth. Employee-review platforms presented Jet2holidays 3.5 out of 5 rate, with only 61–64% of employees recommending the company (Glassdoor, 2024). During high-demand seasons, cabin crew and airport staff report long hours, unpredictable shift patterns, and poor work–life balance (Glassdoor, 2024). Some reviews indicate inconsistent management, communication, and supervisor support during peak operations (Glassdoor, 2024). The Service-Profit Chain states that internal pressure lowers employee morale, productivity, and service quality (Heskett, Sasser, and Schlesinger, 1994). To maintain customer satisfaction as Jet2holidays grows, employees should feel supported and motivated.

OPERATIONAL CHALLENGES

A significant operational challenge appeared during the Rhodes wildfires in July 2023, when Jet2holidays temporarily suspended all flights and holiday services until 30 July and arranged emergency evacuation flights (Jet2.com, 2023). Combined with a failure of the National Air Traffic Services (NATS) system, the incident incurred direct losses of £13 million, highlighting the strain on resources and crisis management teams (Shares Magazine, 2023). Jet2 operated 10 flights on July 24, 2023, including four deportation flights, and employed a “expanded team of colleagues working around the clock” to help clients (Jet2.com, 2023). External news also reported that Jet2 and TUI cancelled all Rhodes trips till 30 July considering the circumstances (ITIJ, 2023). Jet2 afterward estimated that the Rhodes wildfires and NATS system failure cost £13–14 million in profits, proving the operational and financial effect (Jet2 plc, 2023; Shares Magazine, 2023).

Jet2holidays estimated a change into “later booking behaviour,” with clients booking closer to travel dates in 2025. The firm decreased winter 2025–26 capacity by 200,000 seats in a “difficult market” due to poor forecasting and scheduling (Jet2 plc, 2025; Ainvest, 2022). Operational teams have to rapidly modify employee distribution and flight planning due to booking pattern changes.

HOTEL PARTNER DEPENDENCE AND SERVICE CONSISTENCY

In contrast to competitor TUI—which owns and manages a considerable number of its resort hotels—Jet2holidays relies on contracted hotel partners. Research indicates that the involvement of multiple external providers complicates the maintenance of service consistency (Sparks & Browning, 2011). Jet2holidays collaborates with numerous hotels

throughout Europe, each displaying diverse management frameworks, staff arrangements, and operational procedures. Issues such as overbooking, maintenance delays, or understaffing may affect customer satisfaction, despite Jet2holidays not directly overseeing these properties. As Jet2holidays extends its reach to additional destinations and collaborates with more hotels, ensuring consistent quality becomes increasingly challenging and puts higher expectations on customer service and quality assurance teams.

INFLATION AND EXPENSES DUE TO THE RISING COST OF LIVING

Major inflation during 2024–2025 resulted in inflated operational expenses across fuel, accommodation, labour, and airport services. Jet2 plc's 2025 results indicated a 15% increase in operating expenses, primarily due to global rising inflation (Jet2 plc, 2025). This complicates the ability to maintain competitive pricing structures while guaranteeing excellent service. Additionally, analysts have brought out that Jet2holidays' vertically integrated business model is impacted by price limitations, particularly in areas like hotel contracting and employees (Ainvest, 2024). Increasing prices decrease profitability and raise customer sensitivity to value, thereby elevating expectations for service consistency.

LACK OF PROTECTION AGAINST FUTURE GLOBAL DISRUPTIONS

Despite an impressive comeback following COVID-19, Jet2holidays continues to be exposed to significant global disruptions. In its 2024 going-concern statement, Jet2 plc modelled a downside possibility in which load factors decline to 80% due to potential "operationally disruptive events" such as pandemics or geopolitical crises (Jet2 plc, 2024). The lack of definitive evidence indicating comprehensive readiness indicates that the company continues to be at risk of unforeseen global disruptions. Any future significant disruption would once again burden resources, impact satisfaction, and threaten the reliability of operations.

2.2. THEORETICAL FRAMEWORK

2.2.1. SERVQUAL

The SERVQUAL model, developed by Parasuraman, Zeithaml, and Berry (1988), defines service quality as the gap between customers' expectations and their perceptions of actual service performance. The model identifies five dimensions of service quality: **reliability** (ability to perform the promised service dependably), **assurance** (knowledge and courtesy of employees and their ability to inspire trust), **tangibles** (physical facilities, equipment, and

appearance of personnel), **empathy** (caring, individualised attention), and **responsiveness** (willingness to help customers and provide prompt service). These dimensions are widely applied in service-sector research, including tourism and aviation, to evaluate customer satisfaction and loyalty outcomes (Park, Lee and Nicolau, 2020).

(Naumovska-Saveska et al., 2021)

SERVQUAL is a popular model in marketing because it gives an organised, multidimensional way to look at how service quality affects customer satisfaction, loyalty, and plans for future behaviour. Generally, research in hospitality, transportation, education, and healthcare have shown that the model can accurately anticipate major problems with service quality ((Park, Lee and Nicolau, 2020).

Even though SERVQUAL is widely used, it has also been criticised by academics.

Some of the studies contend that client expectations may vary based on circumstances, perspective, or previous experiences, complicating the standardisation of expectation–perception gap measurements (Buttle, 1996). Like an example assert that the five dimensions may not universally apply to all cultural or industrial settings, indicating that SERVQUAL may need modification to align with sector-specific service attributes (Park, Lee and Nicolau, 2020). Despite this, SERVQUAL is still a widely used conceptual tool because it provides a clear framework for understanding how customers evaluate experiences with services. It is still widely used in academic research and management practice because it can show what makes people think a service is good.

2.2.2. SAUNDERS' CONTRIBUTION TO THEORETICAL FRAMEWORK

According to Saunders, Lewis, and Thornhill (2019) highlight the need to choose an integrative theoretical framework that fits with the research philosophy and methodological

choices, in addition to sector-specific theories. The Research Onion model discusses the need of aligning theories with philosophical assumptions (e.g., positivism), research methodologies (e.g., deductive), and data structures (e.g., quantitative secondary data). (Saunders et a,2019). The outer layer established positivism as the philosophical perspective, which holds that the truth can be objectively assessed using observable evidence. Based on this, a deductive technique was used to compare current theories—such as service quality and customer satisfaction—with actual trends. The chosen technique was secondary quantitative analysis, which is consistent with positivism in that it relies on numerical, factual evidence rather than subjective conclusions. As a result, the researcher collected data from public datasets, yearly reports, and customer satisfaction measures, which was then analysed using statistical comparison and trend analysis (Saunders et a,2019).

Positivism, interpretive theory, critical realism, and pragmatism are all philosophical viewpoints that serve as the basis for methodological decisions. The next phase, the research method, tells the difference between logical, intuitive, and abductive thinking (Saunders et a,2019). This lets researchers make sure that their line of inquiry fits with the study's main goal. The next phase, the research method, tells the difference between logical, intuitive, and abductive thinking. This lets researchers make sure that their line of inquiry fits with the study's main goal. that secondary research is particularly advantageous in business studies for the analysis of extensive datasets or organisational performance patterns, since it allows the researcher to come to conclusions from accurate, publicly accessible data (Saunders et al. 2019).

2.2.3. THE SERVICE-PROFIT CHAIN

The Service-Profit Chain (SPC), first outlined by Heskett, Jones, Loveman, Sasser, and Schlesinger (1994), is still one of the most effective approaches to understand how service excellence leads to growth, customer loyalty, and enhanced financial performance. This strategy is based on the concept that the internal factors in an organisation, such as employee delight, service proficiency, and process efficiency, tend to be what contribute to provide great service to customers (Heskett et al., 1994). Furthermore, external service value generates customer satisfaction, loyalty, and, eventually, revenue growth and profitability. The SPC establishes a clear, straight relationship between internal operations and marketplace behaviour, making it especially relevant for modern service businesses wanting to understand the financial advantages of investing in quality and service performance (Yee, Yeung and Cheng, 2010).

(Filipovich, 2024)

Then SPC advances on this and uses service value the next step in the chain. Customers decide if the service they get is worth the money or time, they contribute to it by looking at its service value. Operational dependability, clear communication, and efficient service procedures are all signs of high service value. Customers see the company as trustworthy and dependable when the service value is high. Research shows that perceived value has a significant impact on how customers rate and are happy with services (Yee et al., 2010).

The chain then leads to customer satisfaction, since it's shaped by service performance. When customers feel satisfied with a product or service, they are more likely to build good emotional connections with it, belief that the service will be dependable, and be more tolerant through challenges (Heskett et al., 1994). Customer satisfaction is a major factor in customer loyalty, which the SPC says is one of the most important behavioural outcomes for long-term organisational success. Loyal clients not only buy from you more often; however, they additionally contribute you generate revenue by spreading positive opinions about the company. This behavioural pattern has been extensively proven in service research, where loyalty is regularly associated with increased profitability (Yee et al., 2010). The final progression in the Service-Profit Chain is to make farther revenue in order to become more financially rewarding. Heskett et al. (1994) states businesses thereby effectively nurture high staff satisfaction, service value, and customer loyalty regularly achieve outstanding financial performance compared to their competitors.

2.3. Conceptual Framework Linking Service Quality, Customer Satisfaction, and Company Growth.

Figure 1 illustrates the conceptual framework formed by the literature examined in this chapter. The model brings together essential theoretical frameworks, such as the SERVQUAL model of service quality, the Service-Profit Chain, and the established correlations among customer satisfaction, loyalty, and organisational performance, to clarify how Jet2holidays' customer experience outcomes enhance overall company growth.

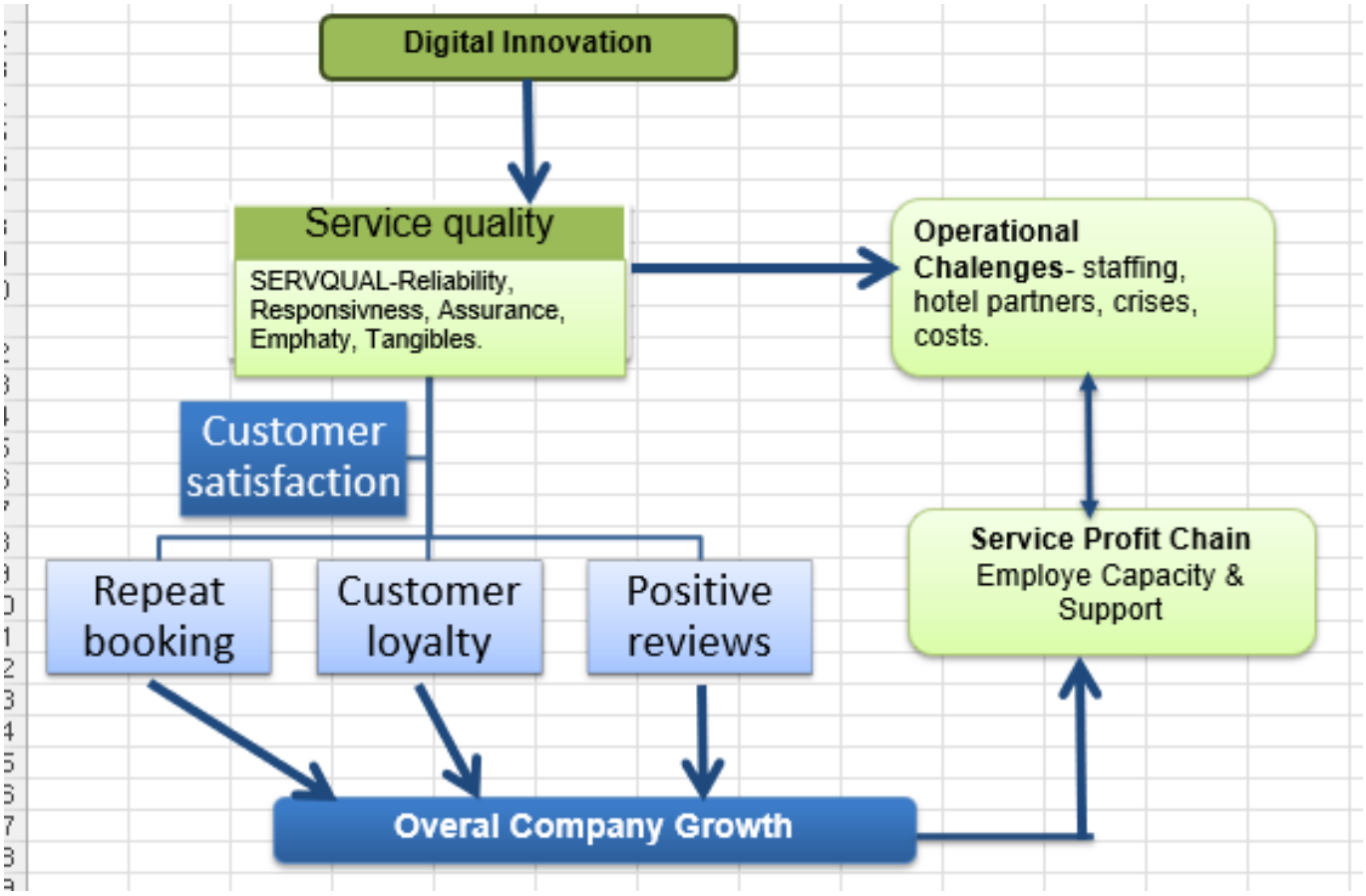


Fig.1

The framework suggests that digital innovation facilitates enhanced service quality, mainly within the SERVQUAL dimensions of reliability, responsiveness, assurance, empathy, and tangibles. Improved service quality is expected to directly raise customer satisfaction, which the literature recognises as a crucial factor in repeat bookings, customer loyalty, and

favourable online reviews. These three behavioural indicators become factors affecting overall company growth, matching with existing research that highlights satisfaction-driven performance outcomes.

The model additionally includes two moderating factors. Operational challenges, such as staffing shortages, variable hotel partner quality, flight disruptions, and crisis events, can undermine the correlation between service quality and customer satisfaction. Furthermore, employee capacity and support, in line with the Service-Profit Chain, bolster service delivery by empowering staff to deliver consistent, high-quality interactions that improve satisfaction and loyalty.

CHAPTER 3 RESEARCH METHODOLOGY & DESIGN

3.1. INTRODUCTION TO THE METHODOLOGY

This study follows the conceptual framework presented in Chapter 2; in Chapter 3 the study will introduce the research methods used to investigate the relationship between company performance and customer satisfaction at Jet2holidays. The design follows to the systematic framework outlined by Saunders, Lewis, and Thornhill's (2019) research onion, which underscores the need of aligning philosophical orientation, methodology, strategy, and data collecting methods to construct an effective and flexible research methodology. This research uses accessible data, using a quantitative, secondary-data methodology that enables objective evaluation of numerical indicators including customer counts, UK Customer Satisfaction Index (UKCSI) ratings, and independent customer review data. The methodological selections provide a systematic framework for examining the relationship between Jet2holidays' operational and financial development and the changes in customer satisfaction over time.

3.1.1. The Philosophy of Research: Positivism

According to Saunders et al. (2023), positivist research considers fact is objective, measurable, and independent of human perspective. Positivism is suitable for quantitative research that examines patterns, trends, or relationships between variables.

The positivism research method used in this study is based on the idea that truth is objective, measured, and not affected by the researcher. Finding patterns, trends, and causal links is the goal of business and management research, and positivism is one of the major ideas represented in the outer layers of research onion (Saunders et al.,2023). The researcher followed the Research Onion from philosophical views (Positivism) to research manner (deductive), strategy (secondary quantitative analysis), and data collection and analysis techniques. The model promises that methodological decisions are consistent, logically supported, and matched with research goals. Positivism asserts that knowledge is obtained from observable and measurable facts rather than from personal interpretation. This philosophical perspective aligns with the objectives of this research, which investigates numerical metrics—such as Jet2holidays' customer quantity, financial performance, and

satisfaction scores—to assess the possibility of a statistically significant relationship between company growth and customer satisfaction (Saunders et al.,2019). A positivist perspective suggests that the researcher maintains autonomy from the data and use systematic, accurate analytical methodologies. This research uses secondary datasets from objective sources, including Jet2 plc Annual Reports, UKCSI results, and independent review platforms (Trustpilot, TripAdvisor, and Feefo), providing objective evidence for drawing conclusions. Positivism enhances the research's reliability by implementing its opinions in reliable data (Saunders et al.,2023).

3.2. RESEARCH DESIGN AND APPROACH

Saunders et al. (2023) assert that positivist research often use organised, quantitative techniques to provide results that are applicable, observable, and adaptable. This relates to the use of secondary numerical data in this research, which aims to assess consumer satisfaction and corporate growth using objective metrics.

This study applies deductive research to verify theoretical predictions against real-world evidence, using the positivist method (Saunders et al., 2023). Deductive reasoning uses actual evidence to assess a hypothesis or set of assumptions, such as that increased customer satisfaction may boost corporate development.

The project uses accessible data instead of gathering original primary data, aligning with the secondary research strategy, which is one of the acknowledged models defined by Saunders et al.'s research onion. Secondary research is particularly advantageous when historical performance data and extensive public satisfaction metrics are already available, as illustrated by Jet2holidays. In addition, this method guarantees that the research is based on trustworthy information.

3.2.1.DATA COLLECTION

A taken secondary data will be applied to ensure that the sample represents customer satisfaction and give clear info for company state and market position from:

- Jet2 plc’s annual reports (2018–2025) for profits, bookings, and growth clues.
- Trustpilot and TripAdvisor reviews to examine online satisfaction stage.
- ABTA industry reports for measure customer service ratings

- Market research by CAPA to track Jet2holidays' performance related to competitors.
- News articles released company innovations and reputation management.

This ensures that the research is developed based on real data, allowing for accurate analysis without requiring direct client engagement.

The numbers in the data make it possible to use summary statistics (like percentages, totals, and relationships) and display tools like line charts and dual-axis graphs to look at the data using numbers. This improves clarity and facilitates a clear comparison of growth and satisfaction trends.

3.2.2. DATA ANALYSIS

Saunders et al. (2023) contend that positivist research often use structured, quantitative methodologies to provide outcomes that are relevant, observable, and flexible. This is closely related to how this study uses secondary numerical data to objectively measure client satisfaction and corporate achievement.

This study uses a quantitative research technique to examine the relationship between Jet2holidays' operational growth and customer satisfaction. Quantitative research is appropriate for this situation as it allows for the collection and analysis of numerical data, which allows for the identification of customer experiences (Nguyen, 2025). The reliability of the data is maintained by using publicly available, certified reports and industry standard review tools. In addition, secondary data will be obtained from Jet2holidays' annual report. These sources provide valuable information on operational performance over time and winning success among competitors. The research calculates totals, percentages, year-on-year changes, and category distributions using statistical analysis. Graphs like the Jet2holidays customer growth and UKCSI dual-axis chart show if customer numbers rise with satisfaction.
Customer review platform analysis includes evaluating the percentage of positively, neutral, and negative feedback.

3.3. ETHICAL CONSIDERATION:

Through quantitative analysis, an effective framework for evaluating operational results and relationships with satisfied customers was achieved. The research methodology is also ethically sound; despite the lack of human subjects, the research will be conducted with an accredited and reliable source of information, the research applies only public secondary

data, avoiding privacy, confidentiality. Secondary data sources were assessed for reliability, relevance, correctness, and ethical awareness (Saunders et al.2019). These criteria are met via yearly reports, ICS publications, and verified review systems. Following standard academic procedure, all sources have been adequately credited using Harvard referencing to keep information organised and authentic. The research also doesn't use copyrighted resources like paid UKCSI complete reports, instead, it uses freely available summaries and legal organisation statements that citing UKCSI findings. By following these rules, the study follows ethical standards and makes sure that its results are dependable, protect intellectual property, and follow acknowledged academic standards.

3.4. CHAPTER SUMMARY

Chapter 3 highlights the methodology used to investigate how Jet2holidays maintains high customer satisfaction despite significant corporate expansion. The research, prompted by Saunders' Research Onion, follows a positivist philosophical approach, demonstrating that customer satisfaction and operational success can be objectively measured using numerical data. In line with this viewpoint, a logic-based research technique was used to examine existing theories—such as SERVQUAL and the Service-Profit Chain—in relation to real-world performance trends. The research technique included secondary quantitative analysis using publicly accessible information such as UKCSI scores, customer volume figures, internet review ratings, and official Jet2holidays reports. Data gathering relies only on recorded sources, instead of direct survey. Analytical approaches emphasised numerical comparison, trend analysis, and theory-based analysis. Overall, Chapter 3 provides an organised, evidence-based technique that assures dependability, minimises researcher preconceived idea, and allows for a clear assessment of Jet2holidays' customer satisfaction performance.

CHAPTER 4 RESULTS AND DISCUSSION

4.1. INTRODUCTION

(Jet2Holiday, 2024)

In its Annual Reports and Results, Jet2 reports product-level Indicators for Jet2holidays, including package-holiday consumers, average package-holiday pricing, and package-holiday revenue (from FY2023–FY2025).

Customer satisfaction (Jet2holidays): The Institute of Customer Service (ICS) publishes the UKCSI, the country's impartial satisfaction standard, twice a year. Jet2's press office reports Jet2holidays' UKCSI scores and rankings with clear credit to ICS (e.g., 84.5 in July 2023, 84.4 in July 2024, and 84.3 in July 2025, with "Best in Tourism" and Top 20 all-sector rankings)

4.2. RESULT OF JET2HOLIDAYS REPORTS

CUSTOMERS (PACKAGE HOLIDAYS)

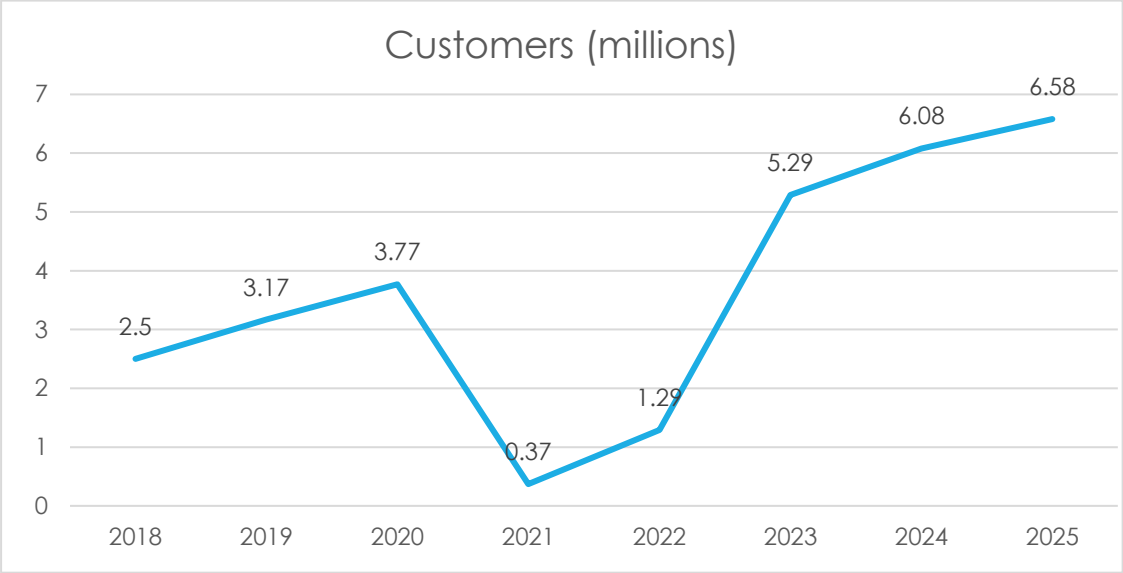


FIG.1 (DATA FROM ANNUAL REPORTS 2018-2025)

As illustrated in Fig.1 Customer growths data taken from annual report 2018-2025 Jet2plc, Jet2holidays climbed from 2.50 million in 2018 to 3.17 million in 2019 and 3.77 million in 2020. Investor filings and Jet2/Dart Group reports for the time period repeat these values. Pandemic shock and recovery: 0.37 million in 2021, 1.29 million in 2022, and 5.29 million in 2023.Recent statistics show a steady climb, 6.08m in 2024 and 6.58m in 2025 (Jet2 plc, 2018-2025).

The average package-holiday price was £750 in FY2023 (restated baseline), £830 in FY2024, and £873 in FY2025 (company disclosure), indicating earnings and brand success. Maintaining price discipline and increasing volume capitalises on customer demand for package products.

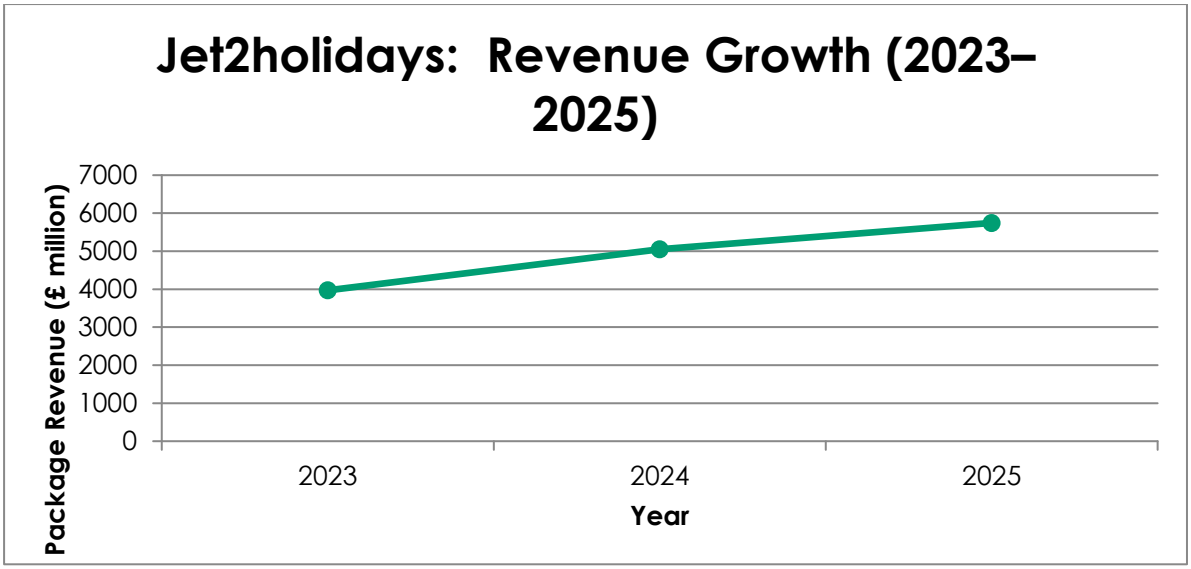


Fig. 2

As shown in Fig.2 Jet2holidays reported £3,969.7 million in FY2023 and £5,046.4 million in FY2024 package-holiday revenue (audited statistics in FY2024 Annual Report). The FY2025 Preliminary Results show a greater package revenue base based on client numbers and average pricing.

The following data show that Jet2holidays rose in both volume and value from 2018 to 2025, with a big jump after the pandemic: more customers, a higher average selling price, and (where available) greater package income (Jet2 plc, 2023-2025).

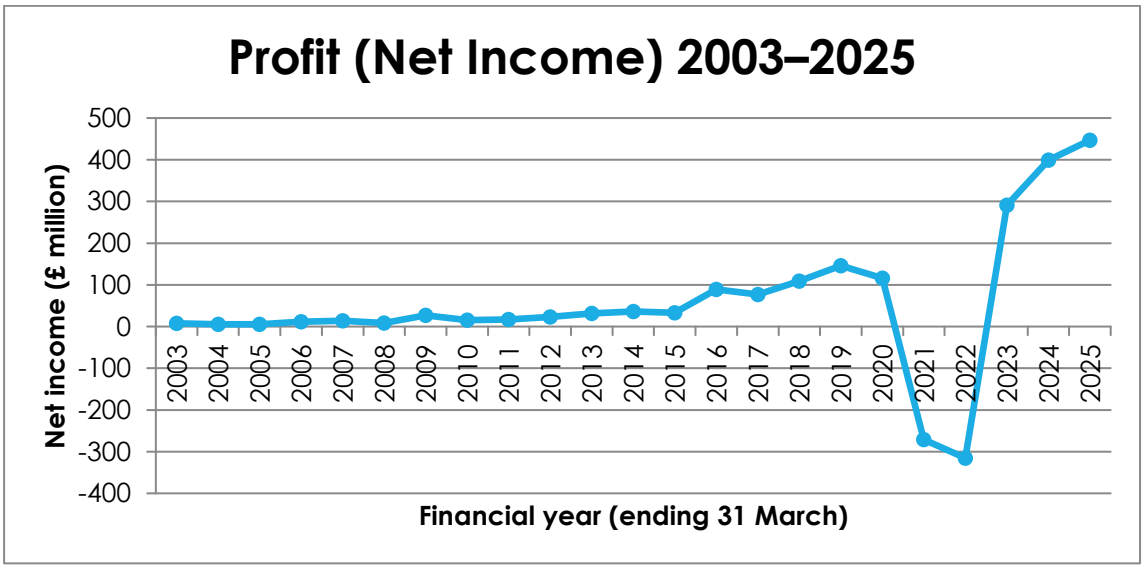


Fig.3

The chart illustrates Jet2 plc's 2003–2025 regulatory net income. Since Jet2holidays is a part of the Jet2 plc Group, its success has a direct effect on the general profit direction of the Group, was a minor airline and logistics company with moderate earnings from 2003 until 2010. As the vacation segment grew after Jet2holidays started in 2007, Group profitability increased.

Profits soared between 2013 and 2019, showing Jet2holidays' package-holiday model's fast development. Covid-19 (2020–2021) generated huge losses in the travel industry, shown as a sharp drop in 2021–2022. With great customer satisfaction and demand for all-inclusive, ATOL-protected packages, Jet2holidays became the Group's key revenue driver in 2023 and 2025, boosting profitability to record highs.

The graph shows Jet2 plc's long-term profitability trend, where Jet2holidays' success and growth have driven the Group's post-pandemic recovery and development.

Customer satisfaction (Independent UK Customer Satisfaction Index)

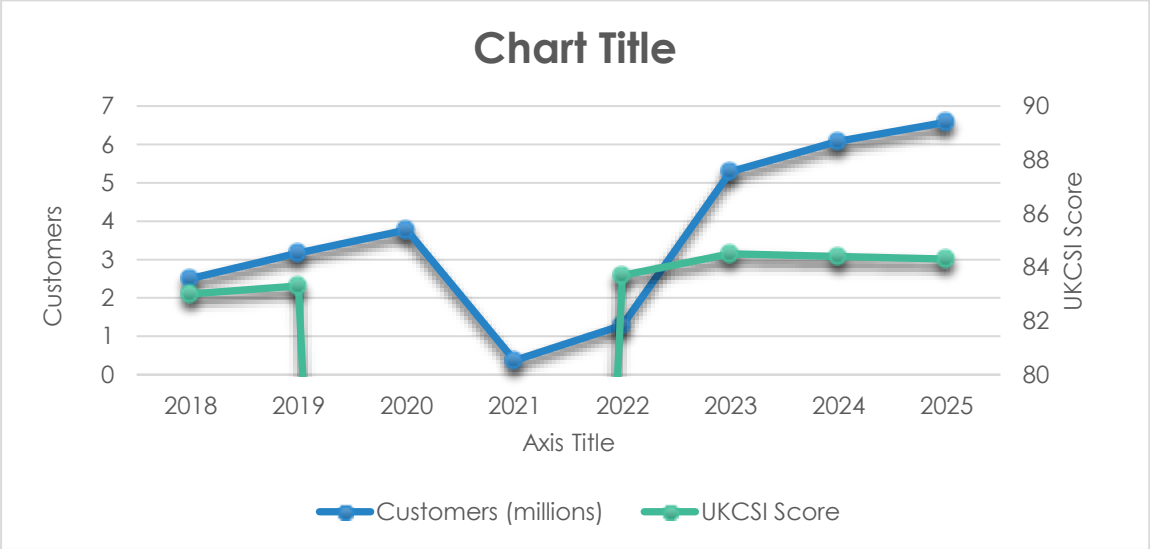


Fig.4

In The Independent Uk Customer Satisfaction Index (UKCSI) of July 2023, Jet2holidays achieved a score of 84.5, July 2024: 84.4, once again at the forefront of the Tourism industry, for July 2025: 84.3; placed 12th overall (out of over 250 firms) and recognised as “Best in Tourism,” with the tourism sector average at 80.5—indicating that Jet2holidays’ score significantly exceeds the industry norm.

Institute of Customer Service defines the methodology and scope of UKCSI: a consistent, sector-specific national index released biannually since 2008.

The primary observation is the maintenance of stability at an elevated level (84-85/100)

during 2023–2025—specifically during the period in which Jet2holidays was experiencing fast expansion (Jet2plc, 2025).

The graphic shows how Jet2holidays' customer growth and client satisfaction, as evaluated by the UK Customer happiness Index (UKCSI), are related. Jet2holidays' client base grew significantly from 2018 to 2025, going from around 2.5 million to 6.6 million. This shows that the firm is growing quickly and steadily.
The UKCSI score remained high (about 83–85 out of 100) over this period, which showed that Jet2holidays kept its customers satisfied even as business grew. This shows that the firm grew quickly without sacrificing service quality; in fact, a good customer experience probably helped it to develop and keep customers loyal (Institute of Customer Service, 2024).
The graphic indicates that Jet2holidays' growth is linked to customers satisfaction, which suggests that the company's success is due in large part to its emphasis on customers.

4.2.1 SATISFACTION AS A DRIVER RATHER THAN JUST A RESULT

The Institute of Customer Service (ICS) emphasises that satisfaction is associated with trust, reputation, and recommendations, which ultimately improve business results including customer retention and pricing authority. Jet2holidays' standing at 84+ UKCSI, significantly beyond the industry average, indicates a client experience that is both esteemed and recognised, hence facilitating growth via repeat reservations and referrals while enhancing profitability (Institute of Customer Service, 2024).

Customer Reviews of Jet2Holidays in Various Websites

Reviews Jet2Holiday	Feefo		Trustpilot		Tripadvisor		Total	
Rate	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Terrible	14	2%	11500	3%	2490	7%	14004	3%
Poor	5	1%	7700	2%	1074	3%	8779	2%
Average	20	3%	23100	6%	2082	6%	25202	6%
Satisfactory	50	8%	61000	16%	8072	23%	69122	17%
Excellent	527	86%	278500	73%	21134	61%	300161	72%
Total	616		381800		34852		417268	

Fig. 5 (Data compiled from Feefo, Trustpilot and Tripadvisor websites

Figure 5 shows the combined reviews from Feefo, Trustpilot, and TripAdvisor. These reviews are an effective way to tell how happy Jet2holidays' customers are with the service they received. The 417,268 reviews on all three independent sites show how customer service support the brand and beliefs.

The dataset is made up of over 369,283 reviews (89%) that are good (Excellent + Satisfactory) from all three sources. On the other hand, neutral feedback (Average) only makes up 6.0% (25,202 reviews), while bad experiences (Poor + Terrible) only make up 5% (22,783 reviews). This highly favourable distribution backs up the claim that Jet2holidays had highly satisfied customers across several review sites, which is in line with what the UK Customer Satisfaction Index (UKCSI) found.

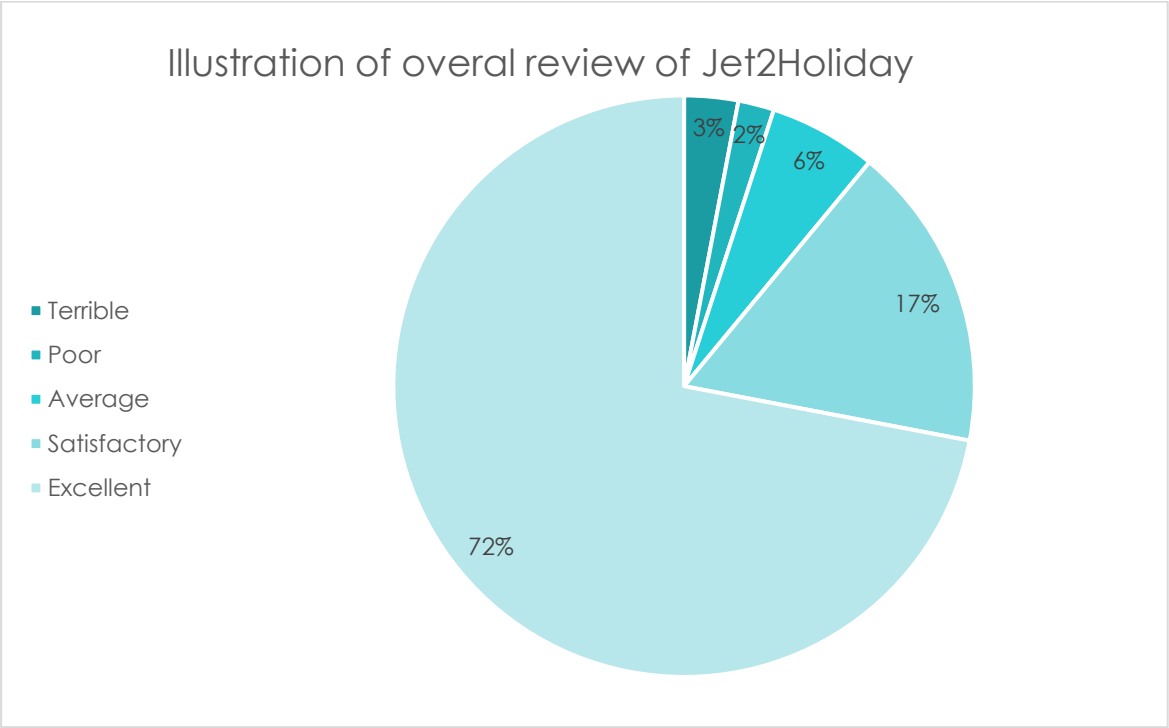


Fig.6

The Institute of Customer Service (2024) says that Jet2holidays got a UKCSI score of 84.4 out of 100 and has been "Best in Tourism" for many years in a row (Institute of Customer Service, 2024). These independent satisfaction indicators, backed by tens of thousands of online reviews, show that customers have a good and consistent experience that goes beyond conventional survey measurements.

Trustpilot, which has the most reviews (381,800), reveals that 72.9% of consumers rated Jet2holidays as "Excellent" and 16% as "Satisfactory." This suggests that almost everyone thinks the service is of high quality. A verified review site called Feefo showed that 93.7% of

consumers liked the firm, while TripAdvisor showed that 83.8% of users liked it. This shows that people who bought from the company trusted it.

The consistent results across platforms lend statistical support to the correlation between company growth and customer satisfaction highlighted in Jet2 plc's Annual Reports (2023–2025), which indicate that Jet2holidays' customer base expanded to 6.58 million while sustaining high satisfaction levels (Jet2 plc, 2025). The fact that Jet2holidays' market share is growing because of complimentary review scores and high UKCSI ratings shows that customer satisfaction is not only an outcome of growth, and additionally enhance the relationships illustrated in the conceptual framework in chapter 2.

4.3. DISCUSSION

(Jet2Holiday, 2024)

The research used a positivist methodology, concentrating on objective, quantitative metrics like UKCSI ratings, review statistics, and income data. This is in line with what Saunders et al. (2019) about positivist research, which focusses on measurable associations and trends that may have been identified. The analysis in this chapter is guided also by the conceptual framework presented in Chapter 2, which outlines the relationships between service quality, customer satisfaction, behavioural outcomes, and company growth."

This technique enabled the research to figure out a conclusive association between Jet2holidays' operational development and its customer satisfaction performance, independent of speculation.

4.3.1. FACTORS INFLUENCING CUSTOMER SATISFACTION AT JET2HOLIDAYS

Jet2holidays' client satisfaction comes from operational performance, service excellence, digital innovation, and value-driven product design. Over 2018–2025, these aspects engage closely with growth patterns, competitive challenges, and consumer expectations.

Operational performance is major impacts on satisfaction. From 2.5 million consumers in 2018 to 6.58 million by 2025, Jet2holidays' quick expansion placed demand on employees, training, and real-time support. According to Yee et al. (2010), excessive demand without sufficient staff causes service gaps. The 2023 Rhodes wildfires, NATS problems, and late-booking issues show how external circumstances may increase consumer complaints even when managed well. Despite these obstacles, the organisation maintained excellent satisfaction prosperity, demonstrating solid recovery management, communication, and service standards. In the meantime, prioritised customers by arranging emergency evacuation flights, providing workers to the island, and suspending vacations until the situation resolved, demonstrate that Jet2holidays' responses and communication during crises are essential factors in maintaining customer confidence and satisfaction, even during extreme operational stress (Jet2.com, 2023).

(Jet2, 2025)

The customer service philosophy focusses on clear communication, reliability and value-added services, like bundled factors like 22kg hold baggage, 10kg hand luggage, transfers, and Free Child Places boost perceptions of fairness and minimise doubt, which boost

travelling pleasure. Clear pricing and decreased hidden expenses boost confidence and loyalty, particularly when rivals charge more for these items (Wang, 2022). This matches Jet2holidays' consistently excellent UKCSI ratings (84.3–84.5), showing that value clarity boosts consumer trust even in high demand or operational stress.

Jet2holidays' digital innovation affects consumer expectations and operational success. App-based updates, AI-supported advice, and real-time communication make planning and travelling easier. According to Grönroos (2007), digital technologies and human connection may improve service quality, which is seen in Jet2holidays' consistency throughout fast growth. Continuous investment in cloud platforms (Microsoft Azure) and application monitoring (Dynatrace) has improved internal procedures, decreased delays and allowed quicker service interruption responses (Shah & Patel, 2024). Smoother travel experiences boost satisfaction before, during, and after travel.

Public brand image also affects client satisfaction. Over 89% of Trustpilot, TripAdvisor, and Feefo reviews rank Jet2holidays Excellent or Satisfactory. According to Filieri et al. (2018), internet reviews reduce risk perception and validate authenticity, influencing tourists' decisions. This impact is strongest for new travellers comparing products online. UKCSI findings and review-platform data line up, proving Jet2holidays' customer satisfaction performance is dependable and that digital reputation affects consumer expectations and loyalty.

Even, Literature shows that minor service problems may hurt customer satisfaction for a top brand Filieri (2015). Jet2Holiday's customer expectations significantly drive satisfaction. Jet2holidays became a top UKCSI performer and tour operator, raising consumer expectations for quickness, reliability, and customised service. Even Literature shows that even minor service problems may hurt customer satisfaction for a top brand (Filieri, 2015).

4.3.2. EFFECT OF JET2HOLIDAYS' CUSTOMER SERVICE APPROACH ON REPEAT RESERVATIONS AND CLIENT LOYALTY

Customer loyalty and repeat bookings are directly impacted by Jet2holidays' customer service approach. Reliability, openness, extra value, and strong support after the sale are all important to the company, and all of these aspects help to build long-term trust. Jet2holidays had a 62% repeat booking rate in FY25, with a 20% rise in returned direct customers, according to the report. This shows that its service model works to build ongoing relationships with customers (Jet2 plc, 2021). This result works with the Service-Profit Chain,

which says that giving customers a better experience and more value led to more respect and enhanced company outcomes (Heskett et al., 1994).

Simple yet value-added product design is associated with Jet2holidays loyalty. Packages with 22kg hold baggage, hand luggage, and destination transfers decrease hidden expenses and promote fairness. Visibility boost travel customer loyalty (Wang, 2022). Jet2holidays' Free Child Places scheme reduces holiday costs and rewards returning customers financially. As shown by excellent booking numbers in 2023–2025, families that choose simplicity and reliability are prone to keep coming back.

Jet2holidays' online reputation boosts customer loyalty. With over 420,000 Trustpilot, TripAdvisor, and Google reviews and 89% positive feedback, the brand has outstanding evidence that enhance prospectivity and repeat purchases. Positive internet reviews influence passengers' trust and loyalty by lowering perceived risk (Filieri, 2015). Jet2holidays' strong review ratings match its UKCSI performance (84.3–84.5), confirming the relationship between service quality, reputation, and repeat reservations.

Furthermore, Jet2holidays' friendly, helpful, and personalised service culture promotes loyalty. Customers often appreciate staff professionalism and reassurance, suggesting positive SERVQUAL responsiveness and confidence. Brand development raises expectations, making great travel, hotel, and support service experiences essential for repeat bookings.

4.3.3. ANALYSE OF THE IMPACT OF DIGITAL INNOVATIONS AND CUSTOMER SERVICE STRATEGIES ON PROCESS EFFICIENCY AND BRAND IMAGE.

Digital innovation and customer service techniques significantly transform travel sector productivity and brand image. These characteristics are crucial to Jet2holidays' operational performance and customer satisfaction throughout fast market growth. Digitalisation improves company confidence, responsiveness, and communication—all SERVQUAL dimensions—according to research. These benefits assist Jet2holidays operate efficiently and keep customer-focused.

Jet2holidays heavily invests in mobile apps, AI-powered suggestions, and cloud-based infrastructure. Modern airlines use real-time data analytics, automated monitoring, and integrated digital platforms to improve performance and eliminate operational delays, according to Shah and Patel (2024). Jet2holidays uses Microsoft Azure and Dynatrace APM to monitor system performance, increase application reliability, and better manage customer

upgrades. Such innovations minimise internal workload, facilitate communication, and improve performance, assisting with rising demands while keeping service quality.

The Service-Profit Chain suggests that internal operational improvements have a positive impact on profitability, repeat customers, and customer satisfaction (Heskett et al., 1994). By enhancing the internal service environment for staff members, Jet2holidays' digital innovations enhance this system by allowing them to oversee crises more effectively and respond to client demands promptly. To arrange evacuation flights and get in touch with affected customers during the 2023 Rhodes wildfires and NATS system failure, for example, Jet2holidays were dependent on digital coordination technologies.
The company's independence is boosted by the ability to act promptly in emergency circumstances, which enhances reputation and confidence.
Another key factor in forming the external brand image is digitalisation. According to research, consumers' purchase decisions are greatly influenced by online reviews, and travellers often use websites like TripAdvisor and Trustpilot (Banerjee & Chua, 2016; Filieri et al., 2018). Over 89% of reviews on Trustpilot, TripAdvisor, and Feefo rate Jet2holidays as "Excellent" or "Satisfactory," indicating the company's excellent online reputation. This significant online reputation demonstrates the brand seem more dependable and confirms clients' ideas of continuous quality, which is particularly valuable for first-time travellers, likewise customers who are comparing tour operators.
Jet2holidays' clear price structure, 22kg baggage allowance, airport assist teams, and Free Child Places are all examples of customer service initiatives that improve both operational efficiency and perceived value. These strategies align with the SERVQUAL qualities of confidence and empathy, which makes the customer experience greater and minimises uncertainty (Grönroos, 2007). Focussing on reliability and honesty positions the company above competitors that rely on hidden fees, making offer appear a better deal and increasing brand loyalty (Wang, 2022).
Jet2holidays' use of digital innovation and consumer-focused tactics has made its processes much more efficient, boosted its brand image, and assisted in maintaining customer satisfaction levels high, as seen by its UKCSI ratings from 2023 to 2025. These results support academic theory, as shown in the conceptual framework Fig.1 and show how digital transformation, when combined with strong service values, may provide a competitive edge in a fast-changing travel industry.

4.3.4. WHAT ARE THE CHALLENGES JET2HOLIDAYS FACES IN MAINTAINING HIGH CUSTOMER SATISFACTION IN A COMPETITIVE TRAVEL BUSINESS?

Jet2holidays, a rapidly developing travel company, has multiple inter related barriers to keep customers satisfied. As the literature shows, service-based enterprises depend on consistency, accuracy, and operational efficiency, which become harder to maintain under growing pressure. SERVQUAL, the Service-Profit Chain, and Saunders' Research Onion may examine these difficulties.

- **Training and the skill set in the workplace**

Rapid growth—from 2.5 million users in 2018 to 6.58 million by 2025—has put a lot of pressure on Jet2holidays' operations staff. according to According to Yee, Yeung, and Cheng (2010), labour shortages and increasing workloads immediately impact service quality and employee happiness, which the Service-Profit Chain defines as the beginning of the customer satisfaction cycle (Heskett et al., 1994). SERVQUAL qualities like response, understanding, and confidence get worse when staff are overworked. Peak seasons make this problem even worse because staffing issues can cause replies to be slower, mistakes to happen, or unclear interactions with customers.

- **Operational Challenges and Crises Management**

Operations issues are impossible to ignore in the travel industry, although Jet2holidays uses them to improve internal procedures and consumer happiness. Through the Service-Profit Chain, operational pressure may be positive: engaged staff and robust internal processes boost customer satisfaction and retention (Heskett et al., 1994).
Jet2holidays' fast growth—from 2.5 million consumers in 2018 to over 6.5 million by 2025—increases employee and operational needs. Growth has prompted investment in staff education, digital technologies, and operational planning, to provide greater service quality. These enhancements strengthen the theory of Service-Profit Chain's internal support environment, which bring great customer service.

Operational challenges, like as the Rhodes wildfires and the NATS air-traffic collapse, show how Jet2holidays transforms challenges into examples of trust. During times of trouble, the company's quick emergency flights, customer service, and deployment of extra workers helped build consumer confidence. These acts strengthen the Service-Profit Chain's claim that supporting internal systems enable staff to provide great service under pressure.

Jet2holidays may also use digital advancements to turn obstacles into opportunities for increased efficiency. Tools like Microsoft Azure and Dynatrace provide real-time monitoring, quicker communication, and better collaboration.
These technologies improve employee effectiveness, minimise delays, and contribute to consistent service delivery, strengthening the inside-out satisfaction flow outlined in the Service-Profit Chain.

Overall, although operational problems put pressure on service delivery, Jet2holidays utilises them to increase staff capabilities, improve digital systems, and optimise planning. These problems ultimately contribute to the organization's capacity to maintain high customer satisfaction by using Service-Profit Chain and Research Onion concepts. Although the framework suggests a positive link, the results indicate that operational pressures can weaken this pathway.

- **Increasing customer expectations via brand reputation**

Jet2holidays' a constant presence UKCSI ratings (84.3-84.5 between 2023 and 2025) have enhanced the brand while raising customer expectations. According to Filieri (2015), clients of high-performing businesses are becoming more critical of tiny failures. Customers want smooth trips, honest interactions, and prompt solution of issues. According to SERVQUAL, successful brands must continuously perform in all areas, especially stability and responsiveness, or risk increasing disapproval. This observation lines up with Saunders' Research Onion, which emphasises the significance of having external stakeholder expectations when assessing organisational troubles (Saunders et al., 2019).
Employee dissatisfaction indirectly affects customer satisfaction, particularly during rapid growth. The Service-Profit Chain states that customer loyalty is based on strong internal service conditions, hence staff pressure, inconsistent management, and heavy workloads may negatively impact service quality (Heskett, Sasser and Schlesinger, 1994).
Jet2holidays' high volume, seasonal peaks, and decentralised roles across airports, aircraft, and resorts increase this risk. Although many employees like the team culture, frontline staff feel the most strain during busy periods, which can reduce customer responsiveness, empathy, and reliability (Glassdoor, 2024). These issues could threaten Jet2holidays' UKCSI performance and brand reputation if left uncontrolled. Thus, employee dissatisfaction needs to be addressed for internal stability and competitive advantage in a crowded travel market.

- **Dependence on Hotel Partners.**

Jet2holidays' business strategy is based mainly on partner hotels rather than owned properties, like example TUI has own hotel. Sparks and Browning (2011) stress that service inconsistency across external suppliers is a primary source of consumer unhappiness.

Customers regard overbooking, personnel shortages, and poor room maintenance at partner hotels as tour operator failures, despite the fact that these issues are outside Jet2holidays' direct control. Customers rate Jet2holidays primarily on the visual quality of the accommodation, which has the most impact on SERVQUAL's tangibles and dependability dimensions. This makes it difficult to maintain consistent satisfaction across an extensive partner range.

- **Inflation and Increasing Operating Costs**

The 15% increase in operating costs by 2025 (Jet2 plc, 2025) makes it more difficult to provide high-quality services at competitive pricing. According to Wang (2022), perceived value is a key indicator of satisfaction, demonstrating that increasing costs make consumers more sensitive to service failures. Higher travel prices raise expectations about the level and completeness of service, putting pressure on the travel companies to give more for the same price despite decreasing revenue.

- **Sensitivity to future global disruptions**

Jet2holidays has a continually evolving challenge of dealing with worldwide disruptions such as pandemics, geopolitical conflicts, climatic emergencies, and air traffic limitations. The Service-Profit Chain highlights the need of solid internal operations, supportive staff, and successful procedures in driving customer loyalty (Heskett et al. 1994). Preparing for global disruptions forces Jet2holidays to develop these internal strengths.

4.5. CHAPTER SUMMARY

Chapter 4 presents the secondary quantitative analysis results and discusses them applying already established concepts. The findings indicate significant customer growth—from 2.5 million in 2018 to 6.58 million in 2025—along with continuously high UKCSI ratings of 84.3-84.5, suggesting that Jet2holidays has maintained excellent satisfaction throughout fast development. Trustpilot, Feefo, and TripAdvisor reviews support the incredibly good consumer attitude, with around 89% of comments rated "Excellent" or "Satisfactory."

The results are in line with the relationships defined by the conceptual framework, indicating that service quality and digital innovation are essential in influencing customer satisfaction and facilitating organisational growth, while operational pressures serve as limiting factors. The chapter analyses the key factors influencing satisfaction, including operational efficiency, technological advancements, transparent value-based pricing, and effective customer communication, and analyses their impact on favourable customer experiences. It

also examines the elements that enhance loyalty, such as repeat booking behaviour and online reputation metrics. The analysis also addresses the challenges facing Jet2holidays, including high staff workload, dependence on hotel partners, inflationary pressures, and sensitivity to broader recessions. These issues are analysed through established theoretical frameworks, including SERVQUAL, the Service-Profit Chain, and Saunders' research model.

CHAPTER 5

5.1. CONCLUSION

This research explored how Jet2holidays maintains high customer satisfaction in the context of major organisational expansion and increased competition challenge. The results demonstrated that customer satisfaction kept being an essential strength of Jet2holidays, driven by consistently high UKCSI scores (84.3-84.5), positive online review ratings, and expanding client quantities from 2.5 million in 2018 to 6.58 million in 2025. The research and study revealed that consumer satisfaction in the travel business is influenced by a variety of factors, including operational performance, digital innovation, clear pricing, and high-quality customer service. Jet2holidays' ability to provide simplicity and customised service is crucial to its advantageous brand image.

Using SERVQUAL, the research concluded that dependability, responsiveness, and assurance are essential qualities that ensure that Jet2holidays succeeds however needs to continually enhance owing to rising consumer expectations. The Service-Profit Chain emphasised the significance of internal service quality, emphasising how employee capacity, training, and system efficiency directly affect customer satisfaction and loyalty. The Research Onion framework facilitated the organised analysis of secondary quantitative data to assess performance trends and service results.
The study also highlighted several issues that might impact future customer satisfaction, including operational delays, partner-hotel unpredictability, staff capacity, rising costs, and sensitivity to global events. Rather than negatively impact the corporation, these issues had linked Jet2holidays to improve crisis management, invest in digital infrastructure, and optimise operational procedures.

Overall, the research indicates Jet2holidays' excellent client-focused culture, along with effective use of technology and consistent service standards, allows the organisation to keep up elevated levels of satisfaction despite external obstacles. Continued investment in employee support, digital technologies, and partner management will be essential to maintaining customer satisfaction in an ever-changing travel market.

5.2. RECOMMENDATIONS

- **Enhancing customer satisfaction**

To maintain and improve customer satisfaction, Jet2holidays deserves to use several practice-based solutions that are consistent with the results and validated by appropriate studies.
Although Jet2holidays is known for its excellent customer service, continued growth requires scalable strategies that maintain service standards. Jet2holidays could increase long-term capacity by aligning staffing with booking trends using predictive recruitment models. Research shows that initiative-taking workload prediction enables services organisations maintain quality during peak periods without overwhelming employees (Yee, Yeung and Cheng, 2010). The Service-Profit Chain emphasises that employee capability and controlled workloads boost customer satisfaction (Heskett, Sasser and Schlesinger, 1994).
Jet2holidays could also evaluate internal service performance against sector leaders. Companies in customer-centric industries should continuously assess to stay competitive (Zeithaml, 1988). This supports the company's culture of continuous improvement, not service gaps.

- **Improving employee workplace**

To keep service quality high as the company grows, Jet2holidays should take a more organised approach to tracking and improving the experience of its employees. According to Yee, Yeung, and Cheng (2010), proactive workforce planning, clear communication, and supportive management can boost service industry employee satisfaction. To identify concerns early, the company need to carry out regular internal employee feedback surveys and use external review sites. Additionally, shift unpredictability and management training consistency would reduce stress and boost practical performance. Jet2holidays can strengthen the Service-Profit Chain and ensure that motivated, supported employees continue to deliver high-quality customer experiences by improving internal service quality. Furthermore, Jet2holidays could increase employee recognition and internal career pathways to boost enthusiasm and attract the best employees. Employees who see growth opportunities are more motivated, productive, and committed, which improves customer

service. Investing in employee well-being initiatives will also decrease stress and improve responsiveness (Yee, Yeung, and Cheng (2010),

- **Strengthen crisis handling and operational adaptability.**

Regarding that the sector is susceptible to difficulties, Jet2holidays should create a centralised crisis dashboard that includes aircraft operations, hotel notifications, and customer updates. Effective emergencies preparation allows for speedier decision-making and decreases consumer uncertainty (Faulkner 2001; Ritchie 2008). Regular training seminars and mobile support teams would improve preparation for emergencies such as wildfires, system failures, or weather-related interruptions, which have previously hindered operations. Utilising insights obtained from Jet2's own going-concern modelling, which underscores the dangers of decreased load factors in the event of global crises, potential scenarios should be expanded. Diversifying suppliers, putting money into sustainable aviation fuel, and making routes more flexible will each contribute to lower danger. Furthermore, proactive adaptation makes tourism more resilient in future generations.

- **Boost Hotel Partner assurance of quality.**

Service inconsistency among hotel partners becomes an issue. According to Sparks and Browning (2011), accommodation quality has a direct impact on trust and booking plans. To guarantee that partner hotels meet Jet2holidays' service requirements, the company should implement a graded hotel certification scheme, boost evaluations of quality, and give training assistance. Digital satisfaction monitoring solutions may be utilised to track real-time results (Buhalis et al. 2023).

- **Promote Digital Innovation and Real-Time Communication**

Smart tourism technology like AI alerts, mobile applications, and real-time updates improve consumer experience and operational dependability (Gretzel et al. 2015). Jet2holidays should use multi-channel communication—via app, SMS, and WhatsApp—to guarantee that clients get timely and accurate updates. Improving digital communication boosts online trust, which influences client behaviour (Filieri, 2015).

- **Protect Perceived Value Despite Rising Costs**

Maintaining transparent pricing is critical because perceived value is a significant predictor of customer satisfaction (Zeithaml, 1988; Wang, 2022). Jet2holidays should continue to promote all-inclusive pricing and negotiate cost savings with hotels and airports to mitigate

the effects of inflation on customers. More targeted off-peak promotions can also help balance load factors and keep competitiveness.

5.3. BUSINESS RELEVANCE & PRACTICAL IMPLICATIONS

5.3.1. POTENTIAL IMPACT OF THE FINDINGS ON BUSINESS PRACTICES.

The study's findings have significant practical relevance for Jet2holidays, especially as the company continues to grow rapidly and operate in an increasingly competitive travel market. The analysis demonstrates that high customer satisfaction—reflected in UKCSI scores of 84.3-84.5 and consistently strong online reviews—directly supports brand loyalty, repeat bookings, and long-term revenue stability.

This is consistent with the Service-Profit Chain, which states that customer loyalty is enhanced when service reliability and internal support systems are well managed (Heskett, Sasser, & Schlesinger, 1994).

5.3.2. IMPLICATIONS

The study also highlights the business value of operational reliability, clearly defined prices, and digital communication, all of which contribute to Jet2holidays' strong market position. However, challenges such as rapid growth, staff pressure, hotel-partner differences, and unpredictability for crises required regular evaluation because they can affect service consistency and customer perceptions. Addressing these issues proactively—through better workforce planning, stronger partner management, and improved crisis preparedness— will help Jet2holidays maintain customer satisfaction and a competitive advantage in an uncertain travel environment.

5.3.3 LIMITATIONS

This study used only secondary data, which is accessible, credible, and suitable for positivist, deductive analysis but has several drawbacks. Secondary sources don't let researchers study internal organisational motivations, management practices, or employee

perspectives. Thus, staff morale, internal training quality, and leadership behaviour could not be directly measured to strengthen connection. Jet2holidays excludes customer-level statistics like retention rates, repeat-booking behaviour, or lifetime value, making it difficult to statistically analyse satisfaction–loyalty relationships.

Also limitations are Jet2holidays financial data, Jet2 plc reports show Group performance, so Jet2holidays profit figures are unavailable. The study used Jet2holidays-specific indicators like customer volumes, package prices, and revenue per passenger where available to stay consistent with the brand and avoid airline disinformation. Jet2holidays' growth appears to be linked to satisfied customers, but to prove a direct cause-and-effect link, it would need internal data, detailed customer-level records, and advanced modelling techniques that are not available to the public. In addition, suggesting that future studies could benefit from qualitative interviews, surveys, or mixed method designs to provide richer insight into satisfaction drivers and internal organisational dynamics.

ELEMENT 2: REFLECTION

Gibbs Reflective Cycle

The above analysis applies Gibbs' Reflective Cycle to assess the achievement of the Jet2holidays research project, following to the six stages described by Gibbs (1988) and following guidelines on reflective writing by Lia (2016). The project focused on using secondary quantitative data to figure out how Jet2holidays keeps its customers satisfied while it develops rapidly.

(Dutta et al., 2023)

1. Description

   The research process initiated with picking of Jet2holidays as a case study, in part to its rapid expansion and prestigious reputation for customer service. After that, I read a lot of books to find important theories like SERVQUAL, the Service-Profit Chain, and Saunders' Research Onion. Based on a positivist philosophy and deductive analysis, the method used secondary data like Jet2 plc annual reports and UK Customer Satisfaction Index (UKCSI) results. The project moved forward with data collection, analysis, discussion, and recommendation development.

2. Feelings

   Due in large part to a lack of readily available Jet2holidays-specific data, I was unsure of how to focus my research and which methodologies to use when I started with the project. Using Saunders' Research Onion to organise the methodology made me feel more confident personally since it made each research selection clearer, from the philosophical point of view to the data analysis. The research design was guided step by step by Saunders' Research Onion. It started with a positivist philosophy, then moved on to a deductive approach, a secondary quantitative strategy, and the right ways to collect and analyse data. This structured framework made things less uncertain as the project continued, which allowed me to manage the research process better, especially when it came to gathering and analysing data.

3. Evaluation

   Using reliable, official secondary sources was one of the best components about this method because it made the research more credible. Making the dissertation into organised chapters made it easier to follow and assists me keep track of my time. A significant limitation, however, was the restricted access to internal data, including employee engagement metrics and customer retention rates, which limited the depth of the analysis. An essential component of reflective practice is acknowledging what works and what doesn't while practicing (Lia, 2016).

4. Analysis

   Applying Gibbs' cycle promoted ongoing reflection rather than limiting reflection to the conclusion (Gibbs, 1988). The deductive approach let researchers test established theories against real performance data, but because they relied on secondary sources, they could only show that there was a link between customer satisfaction and growth, not that one caused the other. This underscored the significance of methodological awareness and the critical assessment of data limitations.

5. Conclusions

   The research process supported me develop more proficient in analysing and organising information and contributed me to integrate theory with practice.

Furthermore, it highlighted how crucial it is to be adaptable and operate strategically while dealing with limited information.

6. Action plan

I am pleased with the quality and results of this research project, as it effectively achieved its objectives and delivered a clear, theory-based analysis of customer satisfaction at Jet2holidays. The systematic application of secondary data, supported by known frameworks like Saunders' Research Onion and the Service-Profit Chain, facilitated an efficient and credible investigation. In future research, I would expand over this structure by integrating limited primary data, such as precise customer or employee surveys, to strengthen the secondary findings and enrich the perspectives. Furthermore, introducing competitor comparisons into the analysis could enhance current perception. These enhancements would not eliminate the current methodology but would complement and boost future research

ELEMENT 3: POSTER

Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

A Study of Company Growth and Customer Satisfaction in Jet2Holidays

Student: Shenay Ulanova (2121082)

BA Leadership and Management Skills for the Workplace

Objectives

Relationship between company growth and customer satisfaction at Jet2holidays.

Challenges Jet2holidays faces in keeping customer satisfaction high during rapid growth.

Impact of digital innovations and customer service strategies on efficiency and brand image.

Recommendation for strategies to improve customer satisfaction.

Methodology

Research Philosophy- Positivism, that truth is objective, measured, and not affected by the researcher (Saunders et al., 2023).

Research Approach- Deductive research using the positivist method (Saunders et al., 2023).

Data Collection - Secondary data analysed:

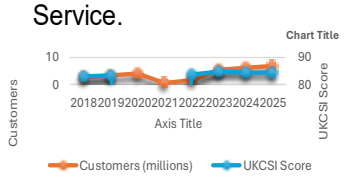
- ✓ customer satisfaction
- ✓ company state
- ✓ market position.

Data Analysis- Quantitative research technique by using:

- ✓ publicly available certified reports
- ✓ industry standard review tools.

Results

- ❖ Significant customer growth—from 2.5 million in 2018 to 6.58 million in 2025.
- ❖ Continuously high-positive ratings of 84.3-84.5 in Truspilot, Feefo, Tripadvisor.
- ❖ "Best in Tourism" for many years in a row, accredited by The Institute of Customer Service.



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APPENDIX A: ETHICS FORM

APPLICATION FOR ETHICAL APPROVAL

RESEARCH STUDENTS This form is to be completed by the student within **SIX** months for full-time students and **TWELVE** months for part time students, after the commencement of the research degree or following progression to Part Two of your course. Once complete, submit this form via the ***MyTSD Doctoral College Portal*** at (https://mytsd.uwtsd.ac.uk). This document is also available in Welsh.
RESEARCH STAFF ONLY All communications relating to this application during its processing must be in writing and emailed to pgresearch@uwtsd.ac.uk , with the title 'Ethical Approval' followed by your name.
STUDENTS ON UNDERGRADUATE OR TAUGHT MASTERS PROGRAMMES should submit this form (and receive the outcome) via systems explained to you by the supervisor/module leader.

In order for research to result in benefit and minimise risk of harm, it must be conducted ethically. A researcher may not be covered by the University's insurance if ethical approval has not been obtained prior to commencement.

The University follows the OECD Frascati manual definition of **research activity**: "creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications". As such this covers activities undertaken by members of staff, postgraduate research students, and both taught postgraduate and undergraduate students working on dissertations/projects.

The individual undertaking the research activity is known as the “principal researcher”.

Ethical approval is not required for routine audits, performance reviews, quality assurance studies, testing within normal educational requirements, and literary or artistic criticism.

Please read the notes for guidance before completing ALL sections of the form.

This form must be completed and approved prior to undertaking any research activity.
Please see Checklist for details of process for different categories of application.

SECTION A: About You (Principal Researcher)

1	Full Name:		Shenay Ulanova			
2	Tick all boxes that apply:		Member of staff:	☐	Honorary research fellow:	☐
	Undergraduate Student	☒	Taught Postgraduate Student	☐	Postgraduate Research Student	☐

3	Institute/Academic Discipline/Centre:	IICL
4	Campus:	London
5	E-mail address:	2121082@student.uwtsd.ac.uk
6	Contact Telephone Number:	07440711959
	For students:	
7	Student Number:	2121082
8	Programme of Study:	BA (Hons) Leadership and Management Skills for the Workplace

9	Director of Studies/Supervisor:	Rameses Manalang

SECTION B: Approval for Research Activity

1	Has the research activity received approval in principle? (please check the Guidance Notes as to the appropriate approval process for different levels of research by different categories of individual)	**YES**	☒	**NO**	☐
				Date	
2	If Yes, please indicate source of approval (and date where known): ***Approval in principle must be obtained from the relevant source prior to seeking ethical approval***	Research Degrees Committee	☐		
		Institute Research Committee	☐		
		Other (write in)	☒	**25 Oct 2025**	

SECTION C: Internal and External Ethical Guidance Materials

	Please list the core ethical guidance documents that have been referred to during the completion of this form (including any discipline-specific codes of research ethics, location-specific codes of research ethics, and also any specific ethical guidance relating to the proposed methodology). Please tick to confirm that your research proposal adheres to these codes and guidelines. You may add rows to this table if needed.	
1	**UWTSD Research Ethics & Integrity Code of Practice**	☒
2	**UWTSD Research Data Management Policy**	☒
3	*[List any other relevant documents here]*	☐

SECTION D: External Collaborative Research Activity

If there are external collaborators then you should gain consent from the contact persons to share their personal data with the university. If there are no external collaborators then leave this section blank and continue to section E.

1	Institution	
2	Contact person name	
3	Contact person e-mail address	

4	Is your research externally funded?		**YES**	☐	**NO**	☐
5	Are you in receipt of a KESS scholarship?		**YES**	☐	**NO**	☐
6	Are you specifically employed to undertake this research in either a paid or voluntary capacity?	Voluntary	**YES**	☐	**NO**	☐
7		Employed	**YES**	☐	**NO**	☐
8	Is the research being undertaken within an existing UWTSD Athrofa Professional Learning Partnership (APLP)?	If YES then the permission question below does not need to be answered.	**YES**	☐	**NO**	☐
9	Has permission to undertake the research has been provided by the partner organisation?	(If YES attach copy) If NO the application cannot continue	**YES**	☐	**NO**	☐

Where research activity is carried out in collaboration with an external organisation

10	Does this organisation have its own ethics approval system?	**YES**	☐	**NO**	☐
	If Yes, please attach a copy of any final approval (or interim approval) from the organisation (this may be a copy of an email if appropriate).				

SECTION E: Details of Research Activity

1	Indicative title:	A Study of Company Growth and Customer Satisfaction in Jet2Holidays		
2	Proposed start date:	From 15 June 2025	Proposed end date:	19 December 2025
	Introduction to the Research (maximum 300 words per section) **Ensure that you write for a <u>Non-Specialist Audience</u> when outlining your response to the points below:** *Purpose of Research Activity:* is to investigate the relationship between company growth and customer satisfaction at Jet2holidays.			

1. Proposed Research Questions

- What factors influence the level of customer satisfaction at Jet2holidays?
- What effect does Jet2holidays' customer service approach have on repeat reservations and client loyalty?
- How do the digital innovations that Jet2holidays uses affect the business's ability to make revenue?
- What are the challenges Jet2holidays faces in maintaining high customer satisfaction in a competitive travel business?

2. Aims of Research Activity.

The purpose of this study is to look at the association between Jet2holidays' customer satisfaction and its continued growth. It seeks to investigate how service quality, client engagement strategies, and internet reputation influence brand loyalty and repeat purchases. In addition, the research aims to discover the operational issues that develop as a result of fast growth, as well as how these challenges influence the organization's ability to sustain high customer satisfaction.
Through this analysis, the research will provide insights into how Jet2holidays can continue to grow its operations while maintaining consumer happiness in a travel business that is both competitive and driven by digital technology.

3.Objectives of Research Activity

To determine the relationship between company growth and customer satisfaction at Jet2holidays.

To identify the key challenges Jet2holidays faces in maintaining high customer satisfaction during periods of rapid growth and increased market competition.

To analyse the impact of digital innovations and customer service strategies on process efficiency and brand image.

To provide recommendations on what strategies can improve customer satisfaction at Jet2holidays.

Existing studies on service quality, customer satisfaction, and business growth have shaped the direction of this research.

	Demonstrate, briefly, how **Existing Research** has informed the proposed activity and explain *What the research activity will add to the body of knowledge:* This study contributes to the understanding of how rapid company growth interacts with customer satisfaction within the UK travel industry. By analysing secondary quantitative data from customer reviews, industry reports, and Jet2holidays' financial records, it offers fresh insights into: • How digital innovations influence service perception and customer loyalty. • The operational challenges of sustaining satisfaction during large-scale growth. • The relationship between online reputation and long-term profitability. • These findings extend existing models of service quality by integrating digital transformation and sustainability as modern factors affecting customer satisfaction. *How it addresses an area of importance.* The research addresses a critical industry concern: maintaining high customer satisfaction in an era of digitalisation and competitive expansion. In the volatile post-pandemic travel market, understanding this balance is essential for: • Strategic decision-making in customer service and operations. • Enhancing industry resilience through data-driven service improvements. • Supporting sustainable growth in the UK's tourism and aviation sectors. • By linking customer satisfaction to operational and digital strategy, the study informs both academic understanding and practical management approaches in the travel and tourism field.
3	**Purpose of Research Activity** The purpose of this study to understand the customer satisfaction during company growth

	(is box should expand as you type)
4	**Research Question** • What factors influence the level of customer satisfaction at Jet2holidays? • What effect does Jet2holidays' customer service approach have on repeat reservations and client loyalty? • How do the digital innovations that Jet2holidays uses affect the business's ability to make revenue? • What are the challenges Jet2holidays faces in maintaining high customer satisfaction in a competitive travel business? (this box should expand as you type)
5	**Aims of Research Activity** Through this analysis, the research will provide insights into how Jet2holidays can continue to grow its operations while maintaining consumer happiness in a travel business that is both competitive and driven by digital technology. (this box should expand as you type)
6	**Objectives of Research Activity** This study brings out the essential part that customer satisfaction plays crucial role in boosting Jet2holidays' company development, customer loyalty, and competitive positioning in the United Kingdom travel market. (this box should expand as you type)
	Proposed methods (maximum 600 words) Provide a brief summary of all the methods that **may** be used in the research activity, making it clear what specific techniques may be used. If methods other than those listed in this section are deemed appropriate later, additional ethical approval for those methods will be needed. You do not need to justify the methods here, but should

	instead describe how you intend to collect the data necessary for you to complete your project.
7	This research will employ a quantitative secondary data analysis approach to examine the relationship between Jet2holidays' company growth and customer satisfaction. The study will collect and analyse existing numerical data from publicly available and accredited sources, including Jet2 plc annual reports (2018–2025), industry reports from CAPA and ABTA, and customer review platforms such as Trustpilot and TripAdvisor. Data will be compiled into datasets to identify patterns and correlations between service quality, customer satisfaction, and company performance. Descriptive statistical techniques such as frequency analysis and comparative trend analysis will be used to evaluate variations in satisfaction levels and operational growth over time. Additionally, content categorisation will be applied to customer reviews to classify recurring satisfaction themes. No direct contact with human participants will occur, and all data will be handled in accordance with ethical research guidelines
	Location of research activity Identify all locations where research activity will take place.
8	N/A (this box should expand as you type)
	Research activity outside of the UK If research activity will take place overseas, you are responsible for ensuring that local ethical considerations are complied with and that the relevant permissions are sought. Specify any local guidelines (e.g. from local professional associations/learned societies/universities) that exist and whether these involve any ethical stipulations beyond those usual in the UK (provide details of any licenses or permissions required). Also specify whether there are any specific ethical issues raised by the local context in which the research activity is taking place, for example, particular cultural and/or legal sensitivities or vulnerabilities of participants. If you live in the country where you will do the research then please state this.
9	N/A

	(this box should expand as you type)

10	Use of documentation not in the public domain: Are any documents **NOT** publicly available?	**NO**	☒
		YES	☐
11	If Yes, please provide details here of how you will gain access to specific documentation that is not in the public domain and that this is in accordance with the current data protection law of the country in question and that of England and Wales. *(this box should expand as you type)*		

	Does your research relate to one or more of the seven aims of the Well-being of Future Generations (Wales) Act 2015?	**YES**	**NO**
12	A prosperous Wales	☐	☒
13	A resilient Wales	☐	☒
14	A healthier Wales	☐	☒
15	A more equal Wales	☐	☒
16	A Wales of cohesive communities	☐	☒
17	A Wales of vibrant culture and thriving Welsh language	☐	☒
18	A globally responsible Wales	☐	☒
19	If YES to any of the above, please give details:		
	(this box should expand as you type)		

SECTION F: Scope of Research Activity

	Will the research activity include:	**YES**	**NO**
1	Use of a questionnaire or similar research instrument?	☐	☒

2	Use of interviews?	☐	☒
3	Use of focus groups?	☐	☒
4	Use of participant diaries?	☐	☒
5	Use of video or audio recording?	☐	☒
6	Use of computer-generated log files?	☐	☒
7	Participant observation with their knowledge?	☐	☒
8	Participant observation without their knowledge?	☐	☒
9	Access to personal or confidential information without the participants' specific consent?	☐	☒
10	Administration of any questions, test stimuli, presentation that may be experienced as physically, mentally or emotionally harmful / offensive?	☐	☒
11	Performance of any acts which may cause embarrassment or affect self-esteem?	☐	☒
12	Investigation of participants involved in illegal activities?	☐	☒
13	Use of procedures that involve deception?	☐	☒
14	Administration of any substance, agent or placebo?	☐	☒
15	Working with live vertebrate animals?	☐	☒
16	Procedures that may have a negative impact on the environment?	☐	☒
17	Other primary data collection methods. Please indicate the type of data collection method(s) below.		
	Details of any other primary data collection method: (this box should expand as you type)	☐	☒

If NO to every question, then the research activity is (ethically) low risk and **may** be exempt from **some** of the following sections (please refer to Guidance Notes).

If YES to any question, then no research activity should be undertaken until full ethical approval has been obtained.

SECTION G: Intended Participants

If there are no participants then do not complete this section, but go directly to section H.

	Who are the intended participants:		

		YES	NO
1	Students or staff at the University?	☐	☒
2	Adults (over the age of 18 and competent to give consent)?	☒	☐
3	Vulnerable adults?	☐	☒
4	Children and Young People under the age of 18? (Consent from Parent, Carer or Guardian will be required)	☐	☒
5	Prisoners?	☐	☒
6	Young offenders?	☐	☒
7	Those who could be considered to have a particularly dependent relationship with the investigator or a gatekeeper?	☐	☒
8	People engaged in illegal activities?	☐	☒
9	Others. Please indicate the participants below, and specifically any group who may be unable to give consent.	☐	☒
	Details of any other participant groups: (this box should expand as you type)		

	Participant numbers and source Provide an estimate of the expected number of participants. How will you identify participants and how will they be recruited?	
10	How many participants are expected?	N/A *(this box should expand as you type)*
11	Who will the participants be?	N/A *(this box should expand as you type)*
12	How will you identify the participants?	N/A *(this box should expand as you type)*

	Information for participants:	YES	NO	N/A

13	Will you describe the main research procedures to participants in advance, so that they are informed about what to expect?	☐	☐	☒
14	Will you tell participants that their participation is voluntary?	☐	☐	☒
15	Will you obtain written consent for participation?	☐	☐	☒
16	Will you explain to participants that refusal to participate in the research will not affect their treatment or education (if relevant)?	☐	☐	☒
17	If the research is observational, will you ask participants for their consent to being observed?	☐	☐	☒
18	Will you tell participants that they may withdraw from the research at any time and for any reason?	☐	☐	☒
19	With questionnaires, will you give participants the option of omitting questions they do not want to answer?	☐	☐	☒
20	Will you tell participants that their data will be treated with full confidentiality and that, if published, it will not be identifiable as theirs?	☐	☐	☒
21	Will you debrief participants at the end of their participation, in a way appropriate to the type of research undertaken?	☐	☐	☒
22	If NO to any of above questions, please give an explanation			
	(this box should expand as you type)			

	Information for participants:	**YES**	**NO**	**N/A**
24	Will participants be paid?	☐	☐	☒
25	Is specialist electrical or other equipment to be used with participants?	☐	☐	☒
26	Are there any financial or other interests to the investigator or University arising from this study?	☐	☐	☒
27	Will the research activity involve deliberately misleading participants in any way, or the partial or full concealment of the specific study aims?	☐	☐	☒
28	If YES to any question, please provide full details			
	(this box should expand as you type)			

SECTION H: Anticipated Risks

CHAPTER 6	CHAPTER 7 OUTLINE ANY ANTICIPATED RISKS THAT MAY ADVERSELY AFFECT ANY OF THE PARTICIPANTS, THE RESEARCHERS AND/OR THE UNIVERSITY, AND THE STEPS THAT WILL BE TAKEN TO ADDRESS THEM. If you have completed a full risk assessment (for example as required by a laboratory, or external research collaborator) you may append that to this form.		
CHAPTER 8 1	CHAPTER 9 FULL RISK ASSESSMENT COMPLETED AND APPENDED?	CHAPTER 10 YES CHAPTER 12 NO	CHAPTER 11 ☒ **CHAPTER 13** ☐
2	**Risks to participants** For example: sector-specific health & safety, emotional distress, financial disclosure, physical harm, transfer of personal data, sensitive organisational information		
	N/A *(this box should expand as you type)*	*How you will mitigate the risk to participants:* N/A	
3	If research activity may include sensitive, embarrassing or upsetting topics (e.g. sexual activity, drug use) or issues likely to disclose information requiring further action (e.g. criminal activity), give details of the procedures to deal with these issues, including any support/advice (e.g. helpline numbers) to be offered to participants. Note that where applicable, consent procedures should make it clear that if something potentially or actually illegal is discovered in the course of a project, it may need to be disclosed to the proper authorities		
	N/A *(this box should expand as you type)*		
4	**Risks to the investigator**		

	For example: personal health & safety, physical harm, emotional distress, risk of accusation of harm/impropriety, conflict of interest	
	Risk to the investigator: Potential conflict of interest if the investigator has a personal or professional stake in the topic. *(this box should expand as you type)*	*How you will mitigate the risk to the investigator:* I will disclose any potential conflicts of interest to maintain objectivity.
5	**University/institutional risks** For example: adverse publicity, financial loss, data protection	
	Risk to the University: 1. Reputational Damage 2. Financial Loss 3. Face legal implications	*How you will mitigate the risk to the University:* To mitigate risks to the University, I will ensure that all research follows ethical guidelines and university protocols to prevent any reputational damage. I will obtain ethical approval before data collection and handle all data with strict confidentiality to safeguard the University's credibility. To avoid financial loss, I will keep the study within the allocated budget and resources. Additionally, I will comply with all legal requirements, such as data protection laws, and seek legal advice if necessary, to minimize any potential legal implications.
6	**Environmental risks** For example: accidental spillage of pollutants, damage to local ecosystems	

	Risk to the environment: N/A *(this box should expand as you type)*	*How you will mitigate the risk to environment:* N/A *(this box should expand as you type)*

	Disclosure and Barring Service			
	If the research activity involves children or vulnerable adults, a Disclosure and Barring Service (DBS) certificate must be obtained before any contact with such participants.	**YES**	**NO**	**N/A**
7	Does your research require you to hold a current DBS Certificate?	☐	☒	☐
8	If YES, please give the certificate number. If the certificate number is not available please write "Pending"; in this case any ethical approval will be subject to providing the appropriate certificate number.			

SECTION I: Feedback, Consent and Confidentiality

1	**Feedback** What de-briefing and feedback will be provided to participants, how will this be done and when?
	The company will be provided with a summary of the research findings at the end of the study. The feedback will be delivered either verbally (if applicable) or via email, depending on the format of the research. *(this box should expand as you type)*
2	**Informed consent**

	Describe the arrangements to inform potential participants, before providing consent, of what is involved in participating. Describe the arrangements for participants to provide full consent before data collection begins. If gaining consent in this way is inappropriate, explain how consent will be obtained and recorded in accordance with prevailing data protection legislation.
	N/A *(this box should expand as you type)*
3	**Confidentiality / Anonymity** Set out how anonymity of participants and confidentiality will be ensured in any outputs. If anonymity is not being offered, explain why this is the case.
	1. Secondary data - actual names / identities will not be used anywhere 2. I will keep identities anonymous by using pseudonyms and removing any identifying information from the study results. All data will be stored securely, and only I will have access to it. *(this box should expand as you type)*

SECTION J: Data Protection and Storage

	Does the research activity involve personal data (as defined by the General Data Protection Regulation 2016 “GDPR” and the Data Protection Act 2018 “DPA”)?	**YES**	**NO**
1	***“Personal data”*** *means any information relating to an identified or identifiable natural person (‘data subject’). An identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person. Any video or audio recordings of participants is considered to be personal data.*	☐	X
	If YES, provide a description of the data and explain why this data needs to be collected:		

2	*)*		
	Does it involve special category data (as defined by the GDPR)?	**YES**	**NO**
3	**"Special category data"** *means sensitive personal data consisting of information as to the data subjects' –* *(a) racial or ethnic origin,* *(b) political opinions,* *(c) religious beliefs or other beliefs of a similar nature,* *(d) membership of a trade union (within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992),* *(e) physical or mental health or condition,* *(f) sexual life,* *(g) genetics,* *(h) biometric data (as used for ID purposes),*	☐	☒
	If YES, provide a description of the special category data and explain why this data needs to be collected:		
4	*(this box should expand as you type)*		

	Will data from the research activity (collected data, drafts of the thesis, or materials for publication) be stored in any of the following ways?	**YES**	**NO**
5	Manual files (i.e. in paper form)?	☐	☒
6	University computers?	☐	☒
7	Private company computers?	☐	☒
8	Home or other personal computers?	☒	☐
9	Laptop computers/ CDs/ Portable disk-drives/ memory sticks?	☒	☐
10	"Cloud" storage or websites?	☒	☐
11	Other – specify:	☐	☒
12	For all stored data, explain the measures in place to ensure the security of the data collected, data confidentiality, including details of backup procedures, password protection, encryption, anonymisation and pseudonymisation:		
	1. **Anonymization**: I will use pseudonyms and remove identifying details from all data. 2. **Secure Storage**: I will store data on encrypted devices, with access limited to me. 3. **Confidentiality**: Any third parties will sign confidentiality agreements. 4. **Data Sharing**: I will only share data with authorized individuals, like my supervisor.		

	5. **Data Disposal**: After the study, I will securely delete or destroy all personal data. *(this box should expand as you type)*

	Data Protection		
	Will the research activity involve any of the following activities:	**YES**	**NO**
13	Electronic transfer of data in any form?	☒	☐
14	Sharing of data with others at the University outside of the immediate research team?	☐	☒
15	Sharing of data with other organisations?	☐	☒
16	Export of data outside the UK or importing of data from outside the UK?	☐	☒
17	Use of personal addresses, postcodes, faxes, emails or telephone numbers?	☐	☒
18	Publication of data that might allow identification of individuals?	☐	☒
19	Use of data management system?	☒	☐
20	Data archiving?	☐	☒
21	If YES to any question, please provide full details, explaining how this will be conducted in accordance with the GDPR and Data Protection Act (2018) (and any international equivalents, where appropriate):		
	Electronic Transfer of Data: I will use secure, encrypted methods for transferring data, ensuring it's only shared with authorized individuals. **Use of Personal Emails**: I will use personal email accounts for research communication. **Use of Data Management System**: I will store data on a secure, encrypted system with controlled access .		
22	List all who will have access to the data generated by the research activity:		
	The researcher and the supervisor		
23	List who will have control of, and act as custodian(s) for, data generated by the research activity:		
	The researcher		
24	Give details of data storage arrangements, including security measures in place to protect the data, where data will be stored, how long for, and in what form. Will data be archived – if so how and if not why not.		

	I will securely store data using encryption to protect it. Access will be restricted to authorized users through strong authentication. I will store the data on both on-site servers and cloud services like AWS or Google Cloud. I will keep the data for as long as needed, based on legal requirements, and securely delete or anonymize it once it's no longer required. *(this box should expand as you type)*		
25	Please indicate if your data will be stored in the UWTSD Research Data Repository (see https://researchdata.uwtsd.ac.uk/). If so please explain. (*Most relevant to academic staff)*		
	No *(this box should expand as you type)*		
26	Confirm that you have read the UWTSD guidance on data management (see https://www.uwtsd.ac.uk/library/research-data-management/)	**YES**	☒
27	Confirm that you are aware that you need to keep all data until after your research has completed or the end of your funding	**YES**	☒

SECTION K: Declaration

	The information which I have provided is correct and complete to the best of my knowledge. I have attempted to identify any risks and issues related to the research activity and acknowledge my obligations and the rights of the participants. In submitting this application I hereby confirm that I undertake to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice which is published on the website: https://www.uwtsd.ac.uk/research/research-ethics/		
1	**Signature of applicant:**	Shenay Ulanova	**Date: 25 Oct 2025**

For STUDENT Submissions:

2	~~Director of Studies~~/Supervisor:	Rameses Manalang	**Date: 26 Oct 2025**
3	Signature:	Rameses Manalang	

For STAFF Submissions:

4	Academic Director/ Assistant Dean:		**Date:**
5	Signature:		

Checklist: Please complete the checklist below to ensure that you have completed the form according to the guidelines and attached any required documentation:

☒	I have read the guidance notes supplied before completing the form.
☒	I have completed **ALL RELEVANT** sections of the form in full.
☒	I confirm that the research activity has received approval in principle
☐	I have attached a copy of final/interim approval from external organisation (**where appropriate**)
☒	I have attached a full risk assessment (where appropriate) *ONLY TICK IF YOU HAVE* ***ATTACHED A FULL RISK ASSESSMENT***

☒	I understand that it is my responsibility to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice.
☒	I understand that before commencing data collection all documents aimed at respondents (including information sheets, consent forms, questionnaires, interview schedules etc.) must be confirmed by the DoS/Supervisor, module tutor or Academic Director.

RESEARCH STUDENTS ONLY

Once complete, submit this form via the **MyTSD Doctoral College Portal** at (https://mytsd.uwtsd.ac.uk).

RESEARCH STAFF ONLY

All communications relating to this application during its processing must be in writing and emailed to pgresearch@uwtsd.ac.uk , with the title 'Ethical Approval' followed by your name.

STUDENTS ON UNDERGRADUATE OR TAUGHT MASTERS PROGRAMMES should submit this form (and receive the outcome) via systems explained to you by the supervisor/module leader.