

## The Influence of Green Marketing Strategy on Customer Loyalty with Mediation Role of Brand Image

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### ABSTRACT

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#### **Objectives:**

The cosmetic industry has experienced significant growth, intensifying competition among beauty and personal care brands. As sustainability becomes a crucial business consideration, companies are increasingly adopting green marketing strategies to enhance their brand image and foster customer loyalty. This study examines the influence of green marketing strategies—specifically eco-labeling, sustainable packaging, green advertising, and corporate social responsibility (CSR)—on customer loyalty, with brand image serving as a mediating factor.

#### **Methodology:**

This study employs a quantitative approach, using survey data from 120 consumers of The Body Shop Indonesia in Jabodetabek areas. Structural equation modeling (SEM) is used to analyze the relationships between green marketing strategies, brand image, and customer loyalty.

#### **Finding:**

The results indicate that green marketing strategies positively influence customer loyalty, both directly and indirectly through brand image. Brand trust and perceived value play a significant role in mediating this relationship. Furthermore, authentic green marketing efforts contribute to stronger customer retention, whereas skepticism toward greenwashing diminishes brand credibility and loyalty.

Practical implications of the findings provide actionable insights for brands aiming to enhance their sustainability-driven marketing efforts. Companies should focus on transparency, consistency, and consumer education to strengthen brand image and maintain long-term customer loyalty. Distinguishing authentic sustainability initiatives from greenwashing is critical in fostering trust and positive brand associations. This study contributes to the literature by providing an industry-specific analysis of the mediating role of brand image in green marketing, addressing research gaps in differentiating genuine sustainability efforts from misleading practices.

**Conclusion:** Theoretical and practical implications underscore the importance of authenticity and transparency in green marketing communications to foster long-term customer relationships for sustainable brands.

**Keywords:** Green Marketing; Customer Loyalty; Brand Image; Consumer Behaviour; the Body Shop.

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## INTRODUCTION

The cosmetic industry has grown significantly, becoming one of the sectors with high sales levels. The competition within the beauty and personal care market is intensifying, as evidenced by the wide variety of beauty products available today. To navigate this increasingly competitive landscape, companies must develop unique strategies while enhancing their products' positive image to stand out among rivals.

Between 2020 and 2024, Indonesia's cosmetic industry experienced notable growth. As of 2020, the market size was roughly USD 1.58 billion, with expectations of a 7.4% annual increase through 2025, Cosmobeauteasia.com (2022). By 2023, the market's sales value increased by 13%, reaching USD 2.6 billion. In 2024, the Beauty & Personal Care market in Indonesia was projected to generate revenues of around USD 9.17 billion, with an anticipated annual growth rate of 4.39% between 2024 and 2028, IIPCNewYork (2024). This upward trajectory underscores the robust expansion of Indonesia's cosmetic sector during this period.

One of the global pioneers in green marketing and environmentally friendly products is The Body Shop. Specializing in cosmetics, the company is known for its use of natural ingredients, commitment to sustainability, and policies against animal testing. The Body Shop's eco-friendly philosophy is rooted in three key principles: reuse, refill, and recycle. As businesses play a vital role in influencing change, the company aligns its success with the "triple bottom line" framework, which includes profit, people, and the planet. While profitability remains essential, The Body Shop also prioritizes social responsibility and environmental sustainability. The company's fundamental values encompass rejecting animal testing, endorsing fair trade, encouraging self-esteem, championing human rights, and safeguarding the environment.

Refer to Arseculeratne and Yazdanifard (2014) to achieve long-term success, green marketing must be a central component of socially responsible brands' communication strategies. It is also essential to tailor marketing approaches to different consumer age groups, as each generation has distinct expectations regarding product attributes. The Body Shop has demonstrated its commitment to environmental sustainability through various initiatives. In 2019, The Body Shop Indonesia was honoured by Indonesia's Ministry of Environment and Forestry for its initiatives in responsible waste management. The company launched the "Bring Back Our Bottle" (BBOB) program, encouraging customers to return empty product containers for proper recycling—an initiative that reflects corporate responsibility in managing product packaging post-consumption, The Body Shop (2025).

## Problem Statement and Research Gap

The global shift toward sustainability has driven companies to adopt green marketing strategies to attract environmentally conscious consumers. In the cosmetics industry, where product quality, ethical business practices, and brand perception significantly influence consumer behavior, companies like The Body Shop have positioned themselves as pioneers in sustainability-driven marketing. However, despite the increasing implementation of eco-labeling, sustainable packaging, green advertising, and corporate social responsibility (CSR), the direct impact of green marketing on customer loyalty remains underexplored. Several gaps exist in the current body of research:

1. Limited Understanding of Brand Image as a Mediator

Prior studies have demonstrated the role of green marketing in influencing consumer purchase intentions (Leonidou et al., 2011; Nyilasy et al., 2014). However, the mediating role of brand image in strengthening customer loyalty has not been thoroughly examined (Parguel et al., 2015; Smith, 2021). While brand image components such as trust, perceived value, and brand associations are known to impact consumer decision-making (Kotler et al., 2018; (Aaker, 2009), their specific function in bridging green marketing and customer loyalty remains unclear.

2. Lack of Industry-Specific and Regional Contexts

Research on green marketing and customer loyalty has predominantly focused on Western markets (Burbano et al., 2024; Goh & Balaji, 2016)), with limited studies on emerging markets like Indonesia. Given that Indonesia's beauty and personal care industry is projected to generate USD 9.17 billion in revenue by 2024 (IIPCNNewYork, 2024), understanding how green marketing influences brand perception and customer loyalty in this high-growth market is crucial.

3. Greenwashing Concerns and Long-Term Impact

While authentic green marketing strategies can enhance brand reputation and customer retention (Chen & Chang, 2012), misleading green claims—commonly known as greenwashing—have been found to erode consumer trust (de Freitas Netto et al., 2020; Nisa et al., 2022). Existing studies fail to differentiate between authentic sustainability initiatives and deceptive greenwashing tactics, creating uncertainty about their long-term effects on customer loyalty (Burbano et al., 2024).

4. Lack of Empirical Research on The Body Shop's Strategy

The Body Shop is globally recognized for its sustainability-driven business practices, including its "Bring Back Our Bottle" recycling program and commitment to cruelty-free products. However, there is little empirical research analyzing how its green marketing strategies influence customer loyalty, particularly in the Indonesian market.

## Research Objectives

To address these gaps, this study aims to:

1. Assess the impact of green marketing strategies on customer loyalty.
2. Investigate the relationship between green marketing and brand image.
3. Examine the influence of brand image on customer loyalty.
4. Analyze the mediating role of brand image in the relationship between green marketing and customer loyalty.

By focusing on The Body Shop as a case study, this research provides industry-specific insights and practical implications for brands seeking to enhance credibility, consumer trust, and long-term customer relationships through authentic sustainability-driven initiatives.

## LITERATURE REVIEW

### Green Marketing

The Body Shop has been recognized with the TOP Brand Award for its Body Mist and Body Butter products. This award is granted based on a survey conducted by Frontier Consulting Group, which evaluates three key factors: customer perception (top-of-mind awareness), past product usage, and future purchase intention. As a result, The Body Shop has

consistently been a top choice for consumers in Indonesia. From 2018 to 2020, The Body Shop maintained its TOP Brand status for these two products, (Frontier.co.id, 2025) Its success is closely tied to its dedication to producing environmentally friendly cosmetics, making it a pioneer in utilizing natural ingredients. The company's growing brand index is directly influenced by its marketing strategies. As businesses strive to seize new opportunities and promote sustainable living, green marketing has emerged as a response to environmental concerns. Companies have integrated this concept into their strategies to address ecological challenges while enhancing their market positioning, Majeed et al., (2022), Astini et al., (2022), and Fazmi and Imaningsih (2024) suggest that green marketing significantly influences consumer intentions to opt for eco-conscious products.

Research Líšková et al., (2016) according to the American Marketing Association (AMA), green marketing is defined in three key ways:

1. Retailing Perspective – Promoting products that are considered environmentally safe.
2. Social Marketing Perspective – Developing and promoting products designed to minimize environmental harm or improve ecological conditions.
3. Environmental Perspective – Implementing efforts to manufacture, advertise, package, and reclaim products while being mindful of environmental issues.

Green marketing incorporates various elements such as product modifications, changes in production processes, and packaging innovations. Furthermore Chang and Fong (2010), the green marketing framework is built upon four key dimensions:

1. Green Product – Includes tangible and intangible attributes such as packaging, colour, pricing, and company reputation while ensuring compliance with environmental standards.
2. Green Price – Reflects the monetary value of a product or service, often at a premium due to the brand's sustainability and prestige.
3. Green Place – Represents the distribution channels that cater to environmentally conscious consumers.
4. Green Promotion – Consists of marketing efforts aimed at communicating the advantages of eco-friendly products and shaping consumer perceptions.

## **Brand Image**

Kotler et al., (2018) state brand image as the set of beliefs, ideas, and perceptions that a consumer links to a brand. built on brand recognition, including elements such as name, symbols, and product design, shaping long-term consumer impressions.

Three key factors contribute to brand image formation:

1. Brand Association Strength – Determined by how information is stored in consumers' memory and retained over time.
2. Brand Association Favourability – Refers to the effectiveness of positive brand associations, which influence consumer trust and satisfaction.
3. Brand Association Uniqueness – Represents the competitive advantage that differentiates a brand from its competitors, influencing consumer choices based on product attributes, functions, or brand perception.

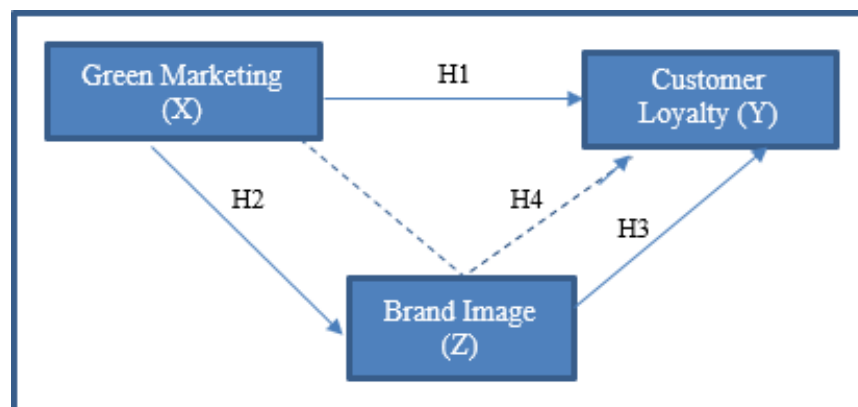
A well-established brand image helps companies convey information effectively, enhancing product appeal in the market. Brand image is the reflection of consumer perceptions based on past experiences and associations. A strong brand image contributes to customer

loyalty, as evidenced research by Kewakuma et al., (2021a), Azizan and Yusr (2019), and Shaheer et al., (2024). The Body Shop actively builds and maintains a positive brand image through its "Enrich Not Exploit" tagline, emphasizing its dedication to natural and ethical products, The Body Shop, (2025b). This reinforces consumer trust and highlights the brand's core values, ultimately strengthening its market position. Given this background, this study intends to investigate how green marketing strategies influence customer loyalty, utilizing consumer surveys centred on The Body Shop Indonesia (PT Monica Hijau Lestari Sentosa).

## Customer Loyalty

Customer loyalty has been a key subject in both marketing practice and scholarly research. Studies suggest that strong customer loyalty fosters continued purchasing behaviour, even when consumers are exposed to market fluctuations or persuasive marketing tactics from competitors, Chang and Fong (2010)., Azizan and Yusr, (2019). Brand loyalty plays a crucial role in reinforcing this commitment, serving as a key factor in maintaining consumer engagement with products or services.

## Research Model



**Figure 1:** Research Model

### Hypothesis:

- H1: Green marketing plays a role in shaping customer loyalty.
- H2: Green marketing has an effect on brand image.
- H3: Brand image influences the level of customer loyalty.
- H4: Green marketing contributes to customer loyalty through brand image.

State of the art, recent research on green marketing and customer loyalty focuses on how eco-friendly strategies (such as sustainable packaging and eco-labeling) affect brand image and consumer loyalty. Key findings highlight the importance of brand trust and perceived value in mediating this relationship. The role of CSR and Sustainable Market Orientation in enhancing competitive advantage is also explored. However, gaps remain in sector-specific research, understanding cultural and regional variations, and assessing the long-term effects of green marketing strategies.

## **METHOD**

A quantitative research approach is utilized in this study, incorporating an explanatory research design, intended to clarify variables through hypothesis testing.

### **Population and Sampling**

A population consists of a group of objects with specific characteristics identified by the researcher. This study focuses on customers of The Body Shop outlets in Jabodetabek, using the Slovin formula with a 0.5% significance level, a sample size of 112 was calculated, which was rounded up to 120 respondents for the survey. A non-probability sampling approach is used in this study, particularly purposive sampling, where participants are selected based on predefined criteria:

- Consumers purchasing green products, aged 17–40 years (Generation Z and Millennials).
- Customers who regularly purchase The Body Shop products at least once a year.

### **Data Types and Sources**

- Primary Data: Gathered through surveys.
- Secondary Data: Sourced from websites, magazines, and other published materials.

### **Approaches to Data Collection**

Field research was conducted using a questionnaire distributed via Google Forms.

### **Response Scale**

The study utilized a Likert scale, where 1 represents strongly disagree and 5 represents strongly agree on an ordinal scale.

### **Data Analysis Techniques**

- Instrument Testing: The questionnaire was tested on 30 selected respondents to ensure reliability and validity, including:
  - a. Validity Test
  - b. Reliability Test
- Survey Method: The questionnaire was distributed to the target sample, primarily consisting of multiple-choice questions, allowing respondents to select from alternative answers.
- Analytical Approach: A descriptive analysis technique was applied using The research employed the Structural Equation Modeling (SEM) technique with a Partial Least Squares (PLS) approach. through Smart PLS 3.0 software, chosen due to its effectiveness in handling complex models with multiple mediating variables.

### **Path Analysis**

It is used to test the hypotheses by assessing the relationship between the independent variables and the dependent variable. A p-value below 0.05 signifies the acceptance of the hypothesis. The results show that H1, H2, H3, and H4 all have p-values under 0.05, confirming that all

hypotheses are accepted. This demonstrates that the independent variables - green marketing programs and brand image (acting as a mediator) both influence customer loyalty.

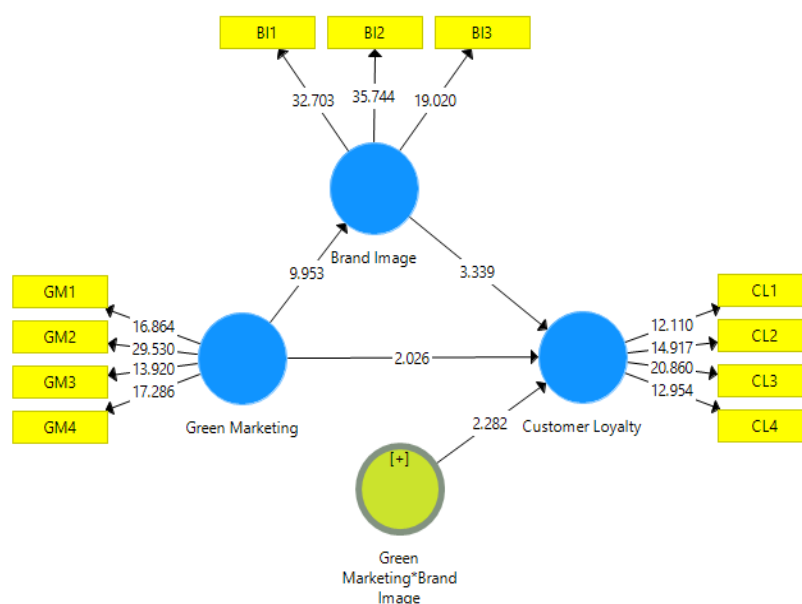
## RESULTS AND DISCUSSION

### Results

#### Respondent Profile

To ensure the sample was representative, we selected respondents that reflect a broad cross-section of characteristics. 120 respondents from the Jabodetabek region selected. The key findings are as follows:

- **Age Distribution:** The largest group of respondents (55.8%) were Millennials, followed by individuals aged 41-50 years (17.5%), with the smallest group being those over 50 years old. This is consistent with The Body Shop's target market, which primarily focuses on the younger generation.
- **Income Level:** The majority (72.5%) of respondents belong to the middle-income group, with earnings above the regional minimum wage, while 14.2% reported monthly incomes between Rp. 9,000,000 and Rp. 19,000,000.
- **Occupation:** Respondents working in the private sector made up the largest group (49.2%), followed by students, with teachers/lecturers/researchers at 3.3%. A small portion (3.3%) reported owning their own businesses.
- **Gender Distribution:** Males made up the majority of The Body Shop customers (53.3%), while females accounted for 46.7%.
- **Awareness of Green Products:** In addition to purchasing toiletries, the respondents showed awareness of other green products, with 40% reporting they buy vegetables and fruits, followed by 16.7% who purchase cosmetics and perfumes.
- **Geographical Location:** In terms of residency, 40% of respondents lived in Tangerang, 25% in South Jakarta, and both North and West Jakarta contributed 8.3% each.



**Figure 2:** Output of the Model

## Statistic Outputs

1. Convergent Validity: The outer loading factor should exceed 0.70. In this case, the construct shows that the loading factors range from BI 1 (favourability of green association) at 0.886 to GM 4 (green promotion) at 0.834, both exceeding 0.70. This implies that the Green Marketing, Brand Image, and Customer Loyalty variables, along with their indicators, exhibit strong correlations.
2. Average Variance Extracted (AVE): An AVE value greater than 0.5 is required.
3. Composite Reliability: The threshold for composite reliability is set at above 0.70, to ensure the accuracy, consistency, and suitability of the instrument used to measure the construct, signifying that the measurement model is dependable and consistently evaluates the constructs. The results confirm that all criteria are met, with Brand Image having an AVE of 0.737 and a composite reliability of 0.893. AVE represents the proportion of variation explained by latent variables relative to their indicators. Conclusion: All variables (Green Marketing Strategies, Brand Image, and Customer Loyalty) and their corresponding indicators are found to be valid and reliable, allowing for additional examination.
4. Discriminant Validity: To meet the discriminant validity requirement, the cross-loading should be above 0.70. This ensures that distinct constructs are being accurately measured. All variables met this criterion, with Green Marketing at 0.829, Brand Image at 0.858, and Customer Loyalty at 0.842.
5. R-Square: This metric refers to the percentage of variance in the dependent variable accounted for by the independent variable. The R-Square thresholds are: 0.75 indicates a strong effect, 0.50 signifies a moderate influence, and 0.25 indicates a weak effect. For Customer Loyalty, the Adjusted R-Square value is 0.335, categorizing it as weak to moderate. This suggests that only 33.5% of the model's variation is influenced by brand image and green marketing. The rest 66.5% is affected by other factors that were not accounted for in this study.
6. F-Square: The F-square value for green marketing to brand image is 0.484, indicating a strong effect. The lowest value is 0.036 for green marketing moderated by brand image, meaning the moderating impact of brand image on customer loyalty is relatively small, at only 3.6%.

**Table 1** Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Brand Image -> Customer Loyalty	0.303	0.333	0.109	2.77	0.007
Green Marketing -> Brand Image	0.571	0.584	0.072	7.931	0
Green Marketing -> Customer Loyalty	0.259	0.243	0.092	2.823	0.006
Moderating Green Marketing*Brand Image -> Customer Loyalty	-0.153	-0.147	0.063	2.433	0.016



Path analysis is used to assess the hypothesis results. The hypothesis is accepted if the p-value is below 0.05, referring the effect of the independent variable on the dependent variable through a hypothesis test. The results indicate that Hypotheses H1, H2, H3, and H4 all have p-values below the 0.05 threshold, meaning that all hypotheses are accepted. In summary, the independent variables—green marketing strategies, brand image, and brand image as a mediator—have a significant effect on customer loyalty.

### Comparison with Prior Studies

The findings of this study align with prior research on the relationship between green marketing, brand image, and customer loyalty. Several key comparisons are discussed below:

1. Green Marketing → Brand Image
  - The study found a strong and statistically significant impact of green marketing on brand image ( $\beta = 0.571$ ,  $p < 0.001$ ), which supports previous research by (M. U. Majeed et al., 2022; Tan et al., 2022), who found that effective green marketing strategies enhance a brand's perceived value and reputation.
  - Similarly, Chen & Chang, (2012) demonstrated that eco-friendly marketing initiatives positively influence brand associations and consumer perceptions, reinforcing the findings of this study.
2. Brand Image → Customer Loyalty
  - The relationship between brand image and customer loyalty was significant ( $\beta = 0.303$ ,  $p = 0.007$ ), which supports research by (Chang & Fong, 2010) Agu et al., (2024), indicating that a strong brand image fosters higher consumer trust and repeat purchases.
  - However, the effect size in this study was moderate rather than strong, suggesting that brand image alone may not be the primary driver of loyalty among The Body Shop customers. This differs from (Kotler et al., 2018) and (Haidar, 2024), who found brand image to be a dominant factor in shaping loyalty.
3. Green Marketing → Customer Loyalty
  - The results indicate a positive but moderate effect of green marketing on customer loyalty ( $\beta = 0.259$ ,  $p = 0.006$ ), supporting previous studies such as (Amoako et al., 2021; Gelderman et al., 2021), which found that green product *attributes enhance repeat purchase behavior*.
  - However, this study found a weaker effect compared to (Do Paco et al., 2019), who suggested that environmentally conscious consumers exhibit stronger loyalty toward sustainable brands. This discrepancy may be due to differences in market maturity, as Indonesia's green product market is still developing, while prior studies were conducted in more eco-conscious regions such as Europe or North America
4. Moderating Effect of Brand Image
  - The study found that brand image significantly moderated the relationship between green marketing and customer loyalty ( $\beta = -0.153$ ,  $p = 0.016$ ), but the effect was relatively weak ( $F^2 = 0.036$ ).
  - This result contrasts with (Y.-S. Chen, 2010), (Rastogi et al., 2024), who found that brand image strongly enhances the effectiveness of green marketing on loyalty. One possible explanation is that The Body Shop's brand image is already well-established, meaning that additional green marketing efforts do not significantly alter loyalty patterns.

## Unexpected Findings and Explanations

1. Weaker Influence of Brand Image on Loyalty
  - While prior studies suggest that brand image is a key determinant of customer loyalty, this study found a weaker-than-expected relationship ( $\beta = 0.303$ ).
  - Reasons:
    - Indonesian consumers may still prioritize price and product effectiveness over brand perception, limiting the role of brand image in determining loyalty.
    - The Body Shop competes with other well-known cosmetic brands, meaning that while its green positioning is important, other factors (e.g., price sensitivity and accessibility) may influence loyalty more.
2. Lower Impact of Green Marketing on Customer Loyalty
  - The study showed a moderate effect of green marketing on customer loyalty ( $\beta = 0.259$ ), which is lower than in prior research.
  - Explanations:
    - Green skepticism: Some Indonesian consumers may doubt the authenticity of green marketing claims, reducing the direct influence of green strategies on loyalty (Pahlevi & Suhartanto, 2020; Vanessa & Ariestya, 2024)
    - Limited consumer education: Many consumers may not fully understand the long-term benefits of sustainability, meaning that green marketing efforts do not always translate into strong loyalty ((Gelderman et al., 2021).
3. Weak Moderating Effect of Brand Image
  - The moderating effect of brand image on the green marketing-loyalty link was statistically significant but small ( $\beta = -0.153$ ,  $F^2 = 0.036$ ).
  - Reasons:
    - The Body Shop's brand identity is already strong, so its image does not necessarily amplify green marketing effects further.
    - Loyal customers may already associate The Body Shop with sustainability, reducing the need for additional brand image reinforcement.

## Discussion

Hypothesis 1: Green marketing strategy positively impacts customer loyalty.

This hypothesis suggests that when companies like The Body Shop adopt green marketing strategies, consumers are likely to develop a more favourable perception of their brand image. This association makes the brand appear environmentally responsible and ethical, aligning with sustainable values. The study's statistical findings confirm this, echoing previous research by Majeed et al. (2022), Kotler et al., (2018), Supaat et al., (2020) who found that green marketing significantly influences environmentally conscious purchasing decisions. Companies that embrace green marketing can foster stronger customer loyalty by appealing to eco-conscious consumers, thereby enhancing their brand's perception. This supports the idea that sustainability plays a strategic role in branding and marketing.

Hypothesis 2: Green marketing strategy positively affects brand image.

This hypothesis argues that implementing green marketing strategies (e.g., promoting eco-friendly products and sustainable packaging) will improve consumer perception of the brand. By adopting these practices, The Body Shop is seen as more ethical and committed to

sustainability, which enhances its brand image. Companies involved in green marketing build stronger relationships with consumers by aligning with their values for sustainability. This is consistent with Azizan and Yusr (2019); Shaheer et al., (2024) view that brand image influences consumer loyalty. Furthermore, the study aligns with previous works by Rahman and Haque (2020), who emphasize that a strong environmental positioning strengthens brand equity. Additional studies by Chang & Fong (2022) highlight how brand trust mediates the impact of green marketing on consumer perception.

**Hypothesis 3: A positive brand image boosts customer loyalty.**

A positive brand image, especially one that reflects environmental and social responsibility through green marketing, enhances customer loyalty. When consumers trust a brand and align with its values, they are more prone to maintaining their loyalty, engage in repeat purchases, and advocate for the brand. This finding supports the conclusions of earlier studies showing that brands with strong positive images see higher loyalty and advocacy rates. A positive brand image acts as a key factor in cultivating customer loyalty, even when faced with competitive pressures or marketing efforts from rival brands, Kewakuma et al., (2021b); Rastogi et al., (2024). Additionally, it builds upon the work of Keller (2021), who argues that brand image consistency is crucial in fostering long-term customer commitment. Similarly, research by Laroche et al. (2023) suggests that a brand's green credibility significantly boosts consumer trust and, consequently, loyalty.

**Hypothesis 4: Green marketing strategy positively influences customer loyalty through brand image.**

This hypothesis indicates that Brand image serves as a mediator in the link between green marketing strategies and customer loyalty. As green marketing strategies, such as sustainability initiatives, improve brand image, they strengthen customer loyalty. This finding supports previous research showing that brand image often mediates the link between marketing strategies and customer outcomes indicates that for The Body Shop, green marketing affects customer loyalty directly as well as indirectly by strengthening the brand image. This emphasizes the critical role of building a positive brand image in driving long-term customer loyalty, Wibowo & Wulandari, (2022) which found that for sustainability-focused brands, green marketing directly and indirectly influences customer loyalty through brand perception. Additionally, findings by Chen et al. (2023) reinforce that brand credibility in sustainability efforts enhances loyalty levels, providing further evidence for the significance of branding in green marketing success. Moreover, studies by Lee & Shin (2023) indicate that consumer scepticisms toward green claims can moderate the mediation effect of brand image, emphasizing the need for authenticity in sustainability messaging.

## **CONCLUSION**

1. Green marketing strategies positively influence customer loyalty.
2. Green marketing strategies enhance brand image.
3. A strong brand image leads to higher customer loyalty.
4. Green marketing strategies positively affect customer loyalty, with brand image serving as a mediator in this relationship.

### **Suggestion**

1. **Strengthen Green Marketing Initiatives:** Expand Product Range: Offer more eco-friendly products to cater to a broader customer base. Communicate Sustainability Efforts: Increase transparency about sustainability initiatives to keep customers informed. Innovate in Packaging: Focus on sustainable packaging solutions, such as biodegradable or refillable containers.
  2. **Enhance Brand Image:** Consistency in Messaging: Ensure that marketing messages consistently reflect the company's commitment to ethics and sustainability. Educational Campaigns: Promote the environmental and social benefits of choosing The Body Shop's products. Partnerships and Certifications: Collaborate with reputable environmental organizations and acquire certifications to back sustainability claims.
  3. **Foster Customer Loyalty:** Loyalty Programs: Implement programs that reward customers not only for purchases but also for making sustainable choices. Customized Experience: Utilize customer data to deliver personalized suggestions that cater to their sustainability preferences.
  4. **Community Engagement:** Organize events or initiatives that encourage active participation in sustainability efforts.
  5. **Adapt to Market Trends:** Stay Ahead of Trends: Keep an eye on consumer trends and adjust strategies to remain competitive in the green market. Collaborate and Innovate: Work with other industry leaders to push for sustainability across the sector.
- **Practical Implications:** Companies should integrate sustainability messaging authentically to build strong brand perception and long-term customer loyalty.
  - **Theoretical Contribution:** Strengthens the framework linking green marketing, brand image, and customer loyalty, addressing gaps in prior research.
  - **Future Research Directions:** Further studies should explore how consumer demographics, cultural influences, and regulatory policies shape the effectiveness of green marketing strategies in different market contexts.

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