



Clean-Nutrition, Care-Green Marketing, Commit-Loyalty Program: 3C Strategy as a Driver of Customer Satisfaction and Loyalty

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Abstract:

This study investigates the effects of the 3C Strategy—Clean–Nutrition, Care–Green Marketing, and Commit–Loyalty Program—on customer satisfaction and loyalty in the mass-affordable dairy sector in Indonesia. It also examines the mediating role of customer satisfaction in translating marketing strategies into long-term loyalty, particularly among Bottom-of-the-Pyramid (BoP) consumers. Using an explanatory quantitative approach, the study surveyed 210 respondents from urban and semi-urban areas who had recently purchased affordable dairy products and met age and expenditure criteria. Data were collected through structured questionnaires and analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM). The results reveal that all three strategic elements significantly influence both satisfaction and loyalty, with Care–Green Marketing having the strongest direct effect on customer loyalty. Clean–Nutrition contributes primarily to satisfaction, while Commit–Loyalty Program shows dual effects by enhancing both satisfaction and loyalty directly. Mediation analysis confirms that satisfaction significantly bridges the relationship between the 3C elements and loyalty outcomes. These findings suggest that consumer decisions in low-income markets are not solely driven by price but are increasingly shaped by ethical values, health consciousness, and relational benefits. The results also validate the applicability of Expectation–Confirmation Theory and the Stimulus–Organism–Response framework in the context of functional FMCG products for BoP consumers. The study offers theoretical contributions by integrating ecological and ethical dimensions into consumer value frameworks and provides practical insights for marketers seeking to foster enduring customer relationships through transparent, value-based branding strategies.

Keywords: 3C Strategy; Care-Green Marketing; Clean-Nutrition; Commit-Loyalty Program; Customer Satisfaction; Customer Loyalty.

1. Introduction

Indonesia, with a projected population of approximately 285 million by 2025, stands as Southeast Asia's largest economy and the 16th globally by nominal GDP (worldometers, 2025). Despite its macroeconomic strength, income disparity remains a structural issue, with a substantial portion of the population categorized within the Bottom of the Pyramid (BoP) segment—individuals striving to fulfil basic needs (Prahalad & Hart, 2002). Globally, this segment represents a vast market potential, comprising over four billion low-income consumers demanding essential, affordable goods (Searchinger et al., 2019). (Prahalad, 2004). Within Indonesia, the dairy industry plays a critical role in improving public nutrition. However, domestic production accounts for only 16% of national demand (Daryanto et al., 2021), with approximately 67% of the market filled by imports due to local supply constraints and limited innovation (Kurniawati, 2024). Concurrently, consumers—especially in the lower-middle class—are increasingly attentive to nutritional quality, environmental concerns, and ethical business practices (Kotler & Keller, 2016; Kovalev et al., 2022; Martínez, 2015; Nielsen, 2023).

Despite the growing awareness among consumers, dairy products targeted at the BoP segment in Indonesia continue to face several persistent limitations. These include consumer distrust toward nutritional labels, inadequate green marketing initiatives, and ineffective loyalty mechanisms (Kovalev et al., 2022; Nozari et al., 2021; Sugandini et al., 2020). Previous studies have addressed each of these components individually—exploring the impact of green marketing (Aggarwal & Jha, 2023; Aly et al., 2025; Kamboj et al., 2023; Papadas et al., 2019) clean-label nutrition (Kutaula et al., 2024), or customer loyalty programs (Breugelmans et al., 2015; Kumar & Reinartz, 2018; Septianto et al., 2019; Yang et al., 2015)—but few have investigated their integrative effect in a single strategic framework tailored to emerging markets. Moreover, much of the literature fails to consider the complex interplay between ethical values, ecological concerns, and personalized marketing in shaping brand loyalty in price-sensitive segments. This leaves a critical gap in both theoretical articulation and practical application, particularly in addressing sustainable consumer engagement in developing economies.

This study aims to address these gaps by proposing and empirically testing the 3C Strategy—Clean, Care, and Commit—as an integrated marketing framework designed for the Indonesian BoP dairy segment. The study specifically seeks to: (1) examine how transparent nutritional practices (Clean), sustainable and ethical branding (Care), and data-driven personalized loyalty programs (Commit) affect consumer satisfaction and brand loyalty; and (2) explore the mediating role of consumer trust and perceived value in this process. By doing so, this research directly responds to the identified shortcomings in existing models and provides a context-specific approach that is both theoretically grounded and practically relevant. Theoretically, this research contributes by extending the Consumer Perceived Value (CPV) Theory (Sweeney & Soutar, 2001; Zeithaml, 1988) through the incorporation of ecological and ethical dimensions into the value–loyalty linkage. It also strengthens the Green Trust Theory (Y.-S. Chen, 2010; Y. S. Chen et al., 2014) by testing the mediating role of trust in green claims within a price-sensitive market. Practically, the proposed 3C Strategy offers a unified framework for companies to enhance brand positioning through nutritional transparency, sustainability-driven messaging, and loyalty innovation. This study provides a roadmap for marketers to develop sustainable, value-oriented strategies that foster emotional and ethical bonds with BoP consumers—an often overlooked yet strategically vital market segment in Indonesia's dairy industry.

2. Literature Review

2.1 Clean–Nutrition and Customer Satisfaction

Nutritional knowledge plays a critical role in shaping consumer purchase behavior, particularly in the dairy sector. Studies have demonstrated that clear and understandable nutritional labelling enhances consumer comprehension and drives healthier product choices (Campos et al., 2011; Grunert et al., 2010; Ha'e et al., 2024). However, the effectiveness of such labels varies, especially in the Bottom of the Pyramid (BoP) segment, where nutritional literacy tends to be low (Campos et al., 2011). Recent literature has shifted towards the concept of clean labels (Kiesel et al., 2011) emphasizing transparency and simplicity in ingredient disclosure (Asioli et al., 2017). Technologies such as blockchain-based traceability are emerging as tools to enhance supply chain transparency in dairy products (Vern et al., 2024), although their application among SMEs remains constrained by infrastructure limitations (Martinelli & De Canio, 2022; Morquecho-Campos et al., 2019). Certified claims like “preservative-free” have been shown to boost consumer trust in FMCG products by up to 28% (Nielsen, 2023, 2018) though most adoption still occurs within premium markets (Asioli et al., 2017). When nutritional transparency aligns with perceived credibility, it enhances consumer satisfaction—a key determinant of brand trust and loyalty. Therefore,

in the BoP context, where informational asymmetry is high, clean nutrition strategies may serve as a crucial precursor to customer satisfaction.

H1a: Clean–Nutrition has a positive effect on Customer Satisfaction.

H1b: Customer Satisfaction mediates the relationship between Clean–Nutrition and Customer Loyalty.

2.2 Care–Green Marketing and Customer Satisfaction

Growing environmental awareness has pressured companies to implement green marketing strategies that communicate ecological responsibility. Prior studies have found that green image enhances consumer trust and loyalty (Y.-S. Chen, 2010; Y. S. Chen & Chang, 2013). However, misleading or vague environmental claims—commonly known as greenwashing—undermine these positive effects (Delmas & Burbano, 2011; Leonidou et al., 2013). Trust is particularly contingent on transparency and evidence-based communication (Y. S. Chen & Chang, 2013). In developed markets such as Europe and the United States, consumers demand substantiated environmental claims. Unsupported green branding can lead to skepticism and reduce purchase intention (Y.-S. Chen, 2010; Y. S. Chen et al., 2014). In Indonesia, however, sustainability campaigns remain largely symbolic—for instance, by simply using green color schemes without providing tangible carbon footprint data (Priyanti & Soedjana, 2016; Rahman & Reynolds, 2019). Empirical evidence supports that transparency in green marketing strengthens consumer trust, which, in turn, enhances purchase intention and satisfaction (Kirthiga et al., 2024; Papadas et al., 2017; White et al., 2019). Moreover, environmentally conscious attitudes are found to mediate the effect of ethnocentrism on green purchase intention (Bunchapattanasakda et al., 2023; Mishra & Mishra, 2025) indicating that value alignment can deepen customer satisfaction.

H2a: Care–Green Marketing has a positive effect on Customer Satisfaction.

H2b: Customer Satisfaction mediates the relationship between Green Marketing and Customer Loyalty.

2.3 Commit–Loyalty Program and Customer Satisfaction

Loyalty programs aim to increase customer retention by offering rewards for repeat purchases. Their effectiveness, however, is contingent upon consumers' perceived value (Melnyk & Bijmolt, 2015), emotional engagement, and personalization (Kim et al., 2021; Liu-Thompkins & Tam, 2013). Traditional loyalty mechanisms—e.g., point accumulation—are increasingly viewed as ineffective in the digital age (Haenlein et al., 2013) (Melnyk & Bijmolt, 2015). Recent studies advocate for AI-driven personalization and gamification to enhance engagement, particularly among younger consumers (Breugelmans et al., 2015; Dorotic et al., 2012; Gupta et al., 2018). In Indonesia, particularly among SMEs, the implementation of advanced, data-driven loyalty programs remains limited due to insufficient digital infrastructure. Nonetheless, perceived benefits—such as convenience, financial incentives, and social recognition—significantly influence the success of loyalty initiatives (Hapsari et al., 2017; Mimouni-Chaabane & Volle, 2010). As customers perceive loyalty programs to be rewarding and relevant, their satisfaction toward the brand strengthens—thus reinforcing the intention to remain loyal (Sheng & Bernarto, 2022).

H3a: Commit–Loyalty Program has a positive effect on Customer Satisfaction.

H3b: Customer Satisfaction mediates the relationship between Loyalty Program and Customer Loyalty.

2.4 Customer Satisfaction and Customer Loyalty

Customer satisfaction is widely acknowledged as a key determinant of long-term brand loyalty (Oliver, 1999). Satisfaction reflects the extent to which a product or service meets or exceeds consumer expectations, and it significantly shapes post-purchase attitudes and behaviors. In the context of value-based marketing, satisfaction plays a crucial mediating role that connects functional, emotional, and ethical brand attributes to loyalty intentions and behaviors (Sweeney & Soutar, 2001). Several studies have reinforced this link. (Iglesias et al., 2020) found that satisfaction mediates the relationship between brand experience and brand loyalty in the fast-moving consumer goods (FMCG) sector. Similarly, (Hapsari et al., 2017) demonstrated in the airline industry that customer satisfaction serves as a central pathway linking service quality and customer loyalty, especially when relational and emotional elements are involved. In emerging markets, where consumers are increasingly aware of nutritional transparency and sustainability, satisfaction becomes a pivotal outcome of brand strategies that emphasize ethical and environmental values (Y.-S. Chen, 2010; Papadas et al., 2017). This is particularly relevant in the BoP (Bottom of the Pyramid) segment, where consumers may display heightened sensitivity to perceived value and fairness in both product quality and marketing claims (Anderson & Billou, 2007).

Accordingly, this study positions satisfaction not only as a direct outcome of clean nutrition, green marketing, and loyalty program initiatives, but also as a critical mediating mechanism through which these strategic elements influence long-term consumer loyalty. By doing so, it aligns with the expanded Consumer Perceived Value theory that incorporates emotional, ethical, and ecological dimensions into consumer evaluations (Gallarza et al., 2011).

H4: Customer Satisfaction has a positive effect on Customer Loyalty.

H4a: Customer Satisfaction mediates the relationship between Clean–Nutrition and Customer Loyalty.

H4b: Customer Satisfaction mediates the relationship between Care–Green Marketing and Customer Loyalty.

H4c: Customer Satisfaction mediates the relationship between Commit–Loyalty Program and Customer Loyalty.

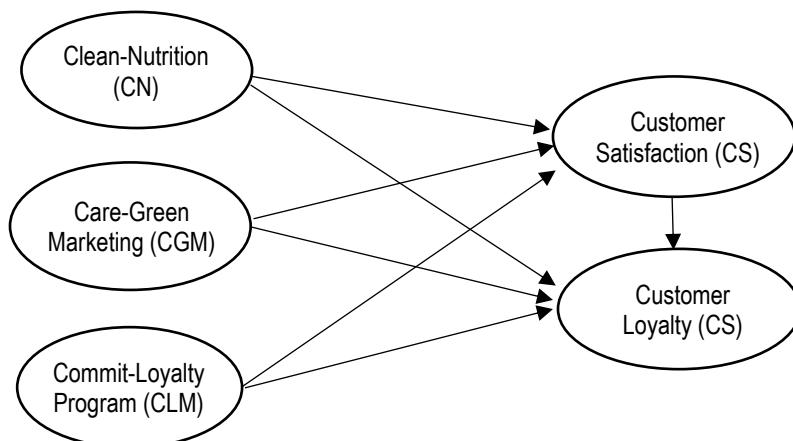
3. Method

This study adopted an explanatory quantitative survey design to examine the influence of the 3C Strategy—Clean–Nutrition, Care–Green Marketing, and Commit–Loyalty Program—on customer loyalty, while investigating the mediating role of customer satisfaction (Creswell & Creswell, 2017). The research focused on consumers of mass-affordable dairy products in urban and semi-urban areas of Indonesia, particularly those in the Bottom-of-the-Pyramid (BoP) segment due to their rising demand for affordable yet quality nutrition. Using purposive sampling, participants were selected based on the following criteria: having purchased affordable milk in the past six months, aged 20–50 years, and belonging to lower-middle income households. A total of 210 valid responses were collected, exceeding the minimum sample size requirement for PLS-SEM analysis (Hair Jr et al., 2021).

The study measured three dimensions of brand strategy. First, Clean–Nutrition captured perceptions of nutrition label clarity, relevance, transparency, and innovation, based on literature emphasizing clean labeling and trust in nutritional claims (Asioli et al., 2017; Campos et al., 2011). Second, Care–Green Marketing assessed consumer views on environmentally friendly product design, sustainable pricing, ethical promotion, and green distribution strategies. These constructs reflect the growing importance of transparent environmental messaging in enhancing consumer trust (Y.-S. Chen, 2010; Papadas et al., 2017). Third, Commit–Loyalty Program explored point-based rewards, tiered benefits, paid memberships, and value-oriented programs like social donations—shown to be most effective when designed with personalization and perceived fairness (Hapsari et al., 2017).

Customer satisfaction was measured using indicators such as perceived product quality, price fairness, responsiveness, user experience, and service equity, reflecting key dimensions from service quality research (Oliver, 1999; Sweeney & Soutar, 2001). Customer loyalty was evaluated across behavioral, attitudinal, cognitive, and affective aspects (Dick & Basu, 1994; Iglesias et al., 2020). A structured questionnaire was used, administered both online and offline, and all responses were rated on a 7-point Likert scale. Data analysis employed Partial Least Squares Structural Equation Modelling (PLS-SEM) using SmartPLS software. Following (Hair Jr et al., 2021), the analysis included: (1) testing the measurement model's reliability and validity, (2) evaluating the structural model's path coefficients and explanatory power, and (3) conducting mediation analysis using bootstrapping to assess the indirect effect of 3C Strategy on loyalty via satisfaction.

Figure 1. Conceptual Framework



4. Findings and discussion

4.1 Demographic Profile

The demographic characteristics of the 210 respondents in this study are summarized in terms of gender, education level, and monthly expenditure. The sample was predominantly female, accounting for 80.5% (n = 169) of the total respondents, while male participants constituted only 19.5% (n = 41). This gender distribution indicates a stronger participation of female consumers in the product or service context being examined. In terms of educational background, the most of respondents held a graduate-level education (35.7%, n = 75), followed by diploma holders (26.7%, n = 56), senior high school graduates (22.4%, n = 47), and postgraduate degree holders (15.2%, n = 32). This educational composition reflects a relatively well-educated sample, with over 77% of respondents having pursued education beyond high school.

Regarding monthly expenses, the largest group of respondents reported spending between 3 to 4.9 million IDR per month (39.5%, n = 83). This was followed by those with monthly expenses ranging from 1 to 2.9 million IDR (30.5%, n = 64), 5 to 5.9 million IDR (15.2%, n = 32), and those spending 6 million IDR or more (14.8%, n = 31). These findings suggest that the sample is composed of individuals with moderate to relatively high purchasing power, which may influence their consumption behaviour and brand perceptions.

Table 1. Demographic Profile

Measure	Items	Frequency	Percentage (%)
Gender	Male	41	19.5%
	Female	169	80.5%
Total		210	100%
Education	Senior High school	47	22.4%
	Diploma	56	26.7%
	Graduate	75	35.7%
	Postgraduate	32	15.2%
Total		210	100%
Monthly Expenses	1 - 2.9 million	64	30.5%
	3 - 4.9 million	83	39.5%
	5 - 5.9 million	32	15.2%
	≥ 6 million	31	14.8%
Total		210	100%

4.2 Measurement Model

The outer loadings of all indicators were above the recommended threshold of 0.70, confirming strong indicator reliability (Hair et al., 2019). Composite reliability (CR) ranged from 0.881 to 0.923, and Cronbach's Alpha values exceeded 0.83 across all constructs, indicating high internal consistency. The Average Variance Extracted (AVE) values were also above the 0.50 threshold, confirming convergent validity (Fornell & Larcker, 1981).

Table 2. Construct Reliability and Validity

	Outer Loading	Cronbach's Alpha	rho_a	Composite Reliability	Average Variance Extracted (AVE)
Clean-Nutrition (CN)		0.839	0.839	0.881	0.554
CN1	0.745				
CN2	0.717				
CN3	0.773				
CN4	0.756				

CN5	0.728				
CN6	0.744				
Care-Green Marketing (CGM)		0.888	0.893	0.911	0.562
CGM1	0.823				
CGM2	0.740				
CGM3	0.814				
CGM4	0.717				
CGM5	0.763				
CGM6	0.746				
CGM7	0.709				
CGM8	0.673				
Commit-Loyalty Program (CLP)		0.905	0.906	0.923	0.601
CLP1	0.797				
CLP2	0.772				
CLP3	0.775				
CLP4	0.781				
CLP5	0.740				
CLP6	0.799				
CLP7	0.704				
CLP8	0.825				
Customer-Satisfaction (CS)		0.883	0.886	0.907	0.550
CS1	0.688				
CS2	0.821				
CS3	0.714				
CS4	0.759				
CS5	0.754				
CS6	0.758				
CS7	0.746				
CS8	0.687				
Customer-Loyalty (CL)		0.895	0.895	0.916	0.576
CL1	0.777				
CL2	0.748				
CL3	0.740				
CL4	0.766				
CL5	0.793				
CL6	0.770				
CL7	0.702				
CL8	0.771				

Discriminant validity was established using the Fornell-Larcker criterion and cross-loading analysis. The square root of AVE for each construct exceeded its correlation with other constructs, and item loadings were consistently higher on their respective constructs than on others.

Table 3. Fornell-Larcker Criterion

	CN	CGM	CLP	CS	CL
CN	0.744				
CGM	0.671	0.750			

CLP	0.608	0.633	0.775		
CS	0.623	0.643	0.608	0.742	
CL	0.642	0.734	0.634	0.675	0.759

4.3 Structural Model

The model's predictive accuracy was evaluated using R^2 and f^2 values. The results show that Customer Satisfaction (CP) had an R^2 of 0.515, indicating that 51.5% of the variance was explained by Care-Green Marketing, Clean-Nutrition, and Commit-Loyalty Program. Customer Loyalty (CL) had a higher R^2 of 0.636, suggesting substantial explanatory power from the three predictors and the mediating role of Customer Satisfaction. Effect size analysis (f^2) revealed that Care-Green Marketing had a medium effect on Customer Loyalty ($f^2 = 0.174$), while other effects were small to moderate.

Table 4. R Square

	R Square	R Square Adjusted
CS	0.515	0.508
CL	0.636	0.629

Table 5. f Square

	CN	CGM	CS	CL
CN			0.071	0.023
CGM			0.090	0.174
CLP			0.072	0.035
CS				0.082

Table 6. the structural path coefficients

Path	β	t-value	p-value
Care-Green Marketing → Customer Satisfaction	0,211806	3.139	0.002***
Care-Green Marketing → Customer Loyalty	0,266667	5.222	0.000***
Clean-Nutrition → Customer Satisfaction	0,183333	3.239	0.001***
Clean-Nutrition → Customer Loyalty	0,092361	2.219	0.027**
Loyalty Program → Customer Satisfaction	0,177083	2.972	0.003***
Loyalty Program → Customer Loyalty	0,110417	2.078	0.038**
Customer Satisfaction → Customer Loyalty	0,172222	3.891	0.000***
Clean-Nutrition → Customer Satisfaction → Customer Loyalty	0.065	2.629	0.009***
Care-Green Marketing → Customer Satisfaction → Customer Loyalty	0.076	2.143	0.033**
Commit-Loyalty Program → Customer Satisfaction → Customer Loyalty	0.063	2.436	0.015**

Note: ***, ** and * indicates significant at 1%, 5% and 10% level of significance based on t-statistics

All direct paths were statistically significant ($p < 0.05$), confirming the positive impact of marketing strategies on satisfaction and loyalty. Notably, Care-Green Marketing exerted the strongest total effect on Customer Loyalty (direct and indirect). The indirect effects via Customer Satisfaction were also significant: These results indicate that Customer Satisfaction partially mediates the relationship between each marketing strategy (Clean-Nutrition, Care-Green Marketing, and Commit-Loyalty Program) and Customer Loyalty.

4.4 Discussion

The core findings of this study highlight the critical roles played by green marketing, nutritional features, and loyalty programs in shaping consumer satisfaction and loyalty within the mass-affordable functional beverage segment. Among the examined variables, green marketing emerged as the most influential factor in directly strengthening customer loyalty, indicating that environmentally responsible branding and communication strongly resonate with consumer values in this product category (Y.-S. Chen, 2010; Papadas et al., 2017, 2019). Feature nutrition, which captures perceptions of a product's health-related benefits, significantly contributed to enhancing customer satisfaction and had a moderate influence on loyalty. This suggests that consumers are not only attentive to what a product claims in terms of wellness, but they also integrate those perceptions into their loyalty behaviour over time (Asioli et al., 2017; Campos et al., 2011).

Loyalty programs, which include promotional or incentive mechanisms, demonstrated a dual impact: they directly fostered loyalty while also enhancing satisfaction. This duality indicates that customers respond both to the tangible rewards offered and the relational value these programs represent (Kim et al., 2021). Notably, customer satisfaction emerged as a pivotal construct, acting as both an outcome of strategic marketing and as a channel through which these strategies influence loyalty. In all three cases, satisfaction was found to mediate the relationship between marketing strategies and loyalty, emphasizing the importance of meeting or exceeding customer expectations. This holistic influence pattern illustrates the power of an integrated marketing approach that considers both rational and emotional aspects of consumer decision-making (Oliver, 1999; Sweeney & Soutar, 2001).

The results reveal a progressive shift in consumer preferences, even within lower-income market segments, towards value-laden and ethically positioned products. The prominent effect of green marketing indicates that consumers increasingly reward companies that demonstrate environmental consciousness and social responsibility (Hirunyawipada & Pan, 2020). This finding is particularly relevant in contexts where traditional assumptions portray BoP (Bottom of Pyramid) consumers as purely price sensitive. Instead, the data suggest that when environmental messaging aligns with personal values and is communicated clearly, it can significantly shape brand attachment and loyalty (Oliver, 1999; Sweeney & Soutar, 2001). Furthermore, the significance of nutritional features in influencing satisfaction and loyalty suggests that consumers are making informed choices based on perceived health benefits. This is indicative of a growing health-consciousness that transcends socio-economic status. Rather than relying solely on superficial or hedonic cues, consumers are evaluating products based on their contribution to personal well-being (Campos et al., 2011). The influence of loyalty programs reinforces this narrative, showing that consumers are engaged not only through functional value (e.g., discounts, rewards) but also through a sense of ongoing relationship with the brand.

Importantly, the mediating role of satisfaction across all examined pathways highlights that customer loyalty is not a direct consequence of marketing efforts alone but is largely shaped by how those efforts translate into fulfilment of expectations. This sequence—from stimulus to evaluation to response—reflects a nuanced understanding of consumer psychology, wherein affective and cognitive evaluations form the bridge between marketing strategy and behavioural commitment. The empirical insights from this study substantiate and extend several foundational theories in marketing and consumer behaviour. Consistent with Expectation-Confirmation Theory (Bhattacharjee, 2001), the findings support the premise that when marketing communications successfully align with consumer expectations—be it through green values, functional benefits, or relationship incentives—they generate higher levels of satisfaction, which subsequently enhance loyalty. This validation strengthens the application of ECT beyond traditional post-purchase evaluations, positioning it as a dynamic framework for pre- and post-consumption behaviour.

The study also aligns with the Stimulus–Organism–Response (S–O–R) model (Mehrabian & Russell, 1974), wherein external stimuli (in the form of marketing initiatives) trigger internal psychological states (such as satisfaction), which then influence behavioural outcomes (like loyalty). Each marketing element investigated serves as a distinct stimulus that engages consumer cognition and emotion, leading to varied yet convergent loyalty behaviours. Additionally, the study contributes to the ongoing evolution of Relationship Marketing Theory by emphasizing satisfaction as a critical mechanism for building sustainable consumer-brand relationships, particularly within price-sensitive markets (Iglesias et al., 2020). By demonstrating that BoP consumers process and respond to diverse marketing signals in a structured, psychologically coherent manner, this study challenges the conventional view that affordability trumps all other value drivers. Instead, it offers a theoretically integrated model of how multidimensional marketing efforts operate in tandem to shape long-term customer commitment.

Positioned within the broader academic landscape, this research adds depth and context to existing studies on green marketing and consumer loyalty. Prior literature has established the positive link between

environmentally focused marketing and brand trust, particularly in developed markets. However, this study extends those insights by demonstrating that similar dynamics are at play in lower-income settings, suggesting that environmental values have universal resonance when effectively communicated (Y.-S. Chen, 2010; Papadas et al., 2017, 2019). The role of nutritional features in influencing satisfaction echoes the findings of earlier research that emphasized the importance of transparency and health-related messaging in food and beverage marketing (Asioli et al., 2017; Campos et al., 2011). However, the present study contributes a novel perspective by situating this dynamic within the functional beverage category and validating its significance among cost-conscious consumers. This challenges the notion that health claims are only relevant to elite or health-enthusiast segments.

The dual pathway of loyalty programs also builds upon existing studies by highlighting their emotional and functional dimensions. While previous research has emphasized their transactional appeal, this study illustrates how loyalty programs can function as a form of brand engagement, reinforcing affective ties through consistent, reciprocal interaction. The mediating role of satisfaction, in turn, aligns with established perspectives in service marketing and consumer retention, while also expanding those models by including environmentally and nutritionally driven motivators. Collectively, these insights contribute a richer understanding of consumer behaviour in emerging markets and underscore the potential of value-based marketing strategies. They demonstrate that consumers at all economic levels are increasingly attuned to authenticity, transparency, and social responsibility, and that marketing strategies that address these needs are more likely to cultivate enduring loyalty.

5. Conclusion and recommendation

This study offers compelling empirical evidence on the integrative roles of care-green marketing, clean-nutritional attributes, and commit-loyalty programs in enhancing customer satisfaction and loyalty within the functional beverage sector, particularly among consumers situated in the mass-affordable segment of emerging markets. The results reveal that care-green marketing serves as the most influential predictor of customer loyalty, indicating that environmentally aligned brand messaging resonates deeply—even within segments traditionally presumed to be primarily price-sensitive. Nutritional transparency is shown to be a key contributor to customer satisfaction, which subsequently amplifies customer loyalty. Meanwhile, commit-loyalty programs transcend their transactional function by fostering psychological attachment and emotional reciprocity. Collectively, these dimensions suggest that ethical, functional, and relational cues converge to shape value perceptions and long-term behavioural outcomes.

From a theoretical standpoint, these findings enrich the current discourse on value-based consumption by extending both Expectation-Confirmation Theory and the Stimulus-Organism-Response (S-O-R) model. By demonstrating the relevance of these frameworks in the context of health-oriented mass-market products, the study expands their applicability beyond traditional high-involvement consumer settings. Furthermore, the research challenges prevailing assumptions regarding bottom-of-the-pyramid (BoP) consumers, illustrating that environmental consciousness and health awareness are salient even within socio-economic groups often regarded as purely utilitarian decision-makers. Managerially, the results underscore the need for a holistic marketing approach. Firms in the functional beverage and fast-moving consumer goods (FMCG) sectors are advised to communicate their environmental commitments authentically and consistently through labelling, packaging, and brand storytelling. Simultaneously, enhancing product differentiation through clear nutritional disclosures can strengthen trust and perceived quality. Commit-Loyalty programs should evolve from price-reduction schemes into relationship-building platforms that offer value-congruent incentives, such as eco-based rewards or wellness content. Equally important is the ongoing assessment of customer satisfaction, which acts as the pivotal mechanism by which these strategic inputs translate into enduring loyalty.

While the study provides actionable insights, it also presents several limitations. Its contextual specificity—limited to Indonesian consumers and functional beverages—poses constraints on broader generalizability. The use of a cross-sectional design precludes observation of behavioural changes over time, limiting causal interpretations. Consequently, future research should consider longitudinal methodologies to examine the evolution of satisfaction and loyalty under dynamic market conditions. Comparative cross-national analyses would be beneficial to explore cultural or economic moderators in the green-satisfaction-loyalty nexus. Moreover, integrating constructs such as perceived behavioural control, brand trust, or authenticity could offer richer explanatory frameworks. Emerging

avenues also include the investigation of digital loyalty mechanisms and green gamification to assess their role in fostering engagement in hybrid retail ecosystems.

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