ENHANCING BRAND LOYALTY THROUGH MARKETING MIX: CONSUMER ETHNOCENTRISM AS BOUNDARY CONDITION

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Abstract

This study aims to explain the formation of brand loyalty for the local outdoor product Eiger through the integration of the S-O-R Model and Expectation Confirmation Theory, with the Marketing Mix serving as the stimulus, CBBE and Consumption Satisfaction as mediating mechanisms, and Consumer Ethnocentrism as a moderator variable. The study employs an explanatory quantitative approach with a causal design. Data were collected from 210 Eiger consumers in Cirebon Regency via an online questionnaire and analyzed using PLS-SEM with SmartPLS 4.0 to test the measurement model and structural model. The results indicate that the Marketing Mix significantly influences CBBE, CBBE significantly influences Consumption Satisfaction, and Consumption Satisfaction drives Brand Loyalty. Consumer Ethnocentrism moderates the relationship between CBBE and Consumption Satisfaction but does not moderate the relationship between Consumption Satisfaction and Brand Loyalty. This study contributes by integrating CBBE as a mediator in the S-O-R Model and revealing the asymmetric moderating role of Consumer Ethnocentrism. The findings confirm that national identity strengthens consumer satisfaction with local brands, but loyalty remains dependent on product performance and the quality of the experience. Local brands need to focus their strategies on optimizing the Marketing Mix to strengthen CBBE and consumer satisfaction. The sentiment "Proudly Made in Indonesia" is effective in supporting satisfaction, yet long-term loyalty is more determined by product quality, innovation, and functional superiority. This study is limited to a single region, employs a cross-sectional design, and relies on self-report data. Future research is recommended to expand the regional and brand contexts, utilize longitudinal approaches and mixed-methods, and incorporate additional behavioral and psychological variables.

Keywords: S-O-R Theory, Marketing Mix, Brand Loyalty

INTRODUCTION

Over the past few decades, multinational corporations have aggressively expanded their operations into emerging markets to strengthen their global brand presence (Srivastava et al., 2023). However, in many developing economies, this surge of global brands now faces fierce competition from increasingly competitive local brands (Safeer, Abrar, et al., 2022). The global outdoor gear industry, projected to reach USD 28.10 billion by 2030 (Mordor Intelligence, 2025), faces significant challenges regarding brand loyalty, with data showing that less than a third of outdoor gear consumers in the United States are loyal to a specific brand, and only 7% purchase exclusively from their preferred brand (Inflow, 2023). This phenomenon is increasingly evident in Indonesia, particularly within the outdoor gear industry, where local brands like Eiger have successfully captured consumer attention through aggressive digital commerce strategies, achieving revenue growth of up to 16 times (Kompas, 2023; CNBC Indonesia, 2023).

An interesting paradox is unfolding in Indonesia, where 77% of Gen Z and 74% of millennials express a preference for local sports brands significantly higher than the 44% of Gen Z and 48% of millennials who choose international brands (Databoks, 2024). The "Proudly Made in Indonesia" campaign has had a significant impact, with 88.7% of respondents stating that the campaign influenced their decision to choose local products (GoodStats, 2024). Eiger, as a leading local outdoor brand, ranks third among the most popular local sports brands with over 350 stores across Indonesia. However, despite Eiger's rapid sales growth, competitors have become stronger by offering competitive quality and pricing, so Eiger needs to enhance brand equity and customer satisfaction to maintain its market leader position against premium global brands like The North Face and Arc'teryx.

Investigating the mechanisms underlying consumers' evaluations of global versus domestic brands is highly appropriate and relevant, given that existing research has not yet fully explained whether the growing consumer loyalty toward local brands stems from the underlying cognitive, affective, and identity-based dynamics. The existing literature on consumer ethnocentrism presents inconsistent and contradictory evidence. On the one hand, many studies report that higher ethnocentrism is associated with a stronger intention to purchase domestic goods and brands. On the other hand, some recent findings suggest that the influence of ethnocentrism may depend on the context (Cassia & Magno, 2024), particularly in developing countries (Kara et al., 2024), where consumers actually exhibit cosmopolitan tendencies and perceive local brands as inferior to global brands.

Experts argue that preferences or non-preferences for local products in developed and developing countries are not absolute, and a significant number of studies conducted in various developing countries even challenge the common belief that consumer ethnocentrism is a phenomenon found only in developed countries. This inconsistency is further reinforced by recent research in emerging economies, which often reports weak or absent effects of ethnocentrism, suggesting that many consumers still tend to choose global brands (Furukawa & Terasaki, 2025; Ghribi et al., 2025; Srivastava & Fernandes, 2024). These conflicting findings necessitate further investigation to understand when perceptions of brand strength and consumer satisfaction actually trigger loyalty toward local brands, and whether this applies universally or only to those with high levels of ethnocentrism.

This study aims to address gaps in previous research by integrating the Stimulus-Organism-Response Model to explain how external marketing stimuli activate consumers' internal cognitive and affective processes, which subsequently drive behavioral responses (Jacoby, 2002). Recent researchers have advocated for the inclusion of explicit cognitive variables such as brand knowledge, authenticity, perceived value, and credibility between marketing signals and consumer behavioral outcomes (Kıymalıoğlu et al., 2024). This study responds to this call by positioning consumer-based brand equity as a key factor in the stimulus-to-satisfaction pathway, where the marketing mix stimulus shapes perceptions of brand equity, which in turn filters expectation confirmation and leads to satisfaction and loyalty. Specifically, this study explores whether consumers' ethnocentric tendencies indeed interact with brand perceptions and satisfaction within the emerging Indonesian market, particularly in the context of the outdoor gear industry where Eiger, as a local player, competes with premium global brands.

The primary theoretical contribution of this study lies in its emphasis on consumer ethnocentrism as a moderator influencing the relationship between brand equity and satisfaction, as well as between satisfaction and loyalty. Consumer ethnocentrism is defined as the tendency to prefer domestic products over foreign ones (Shimp & Sharma, 1987) and has been identified as a primary identity-based determinant of purchasing behavior (Shankarmahesh, 2006). Highly ethnocentric consumers view the purchase of foreign brands as detrimental to the local economy and see the purchase of domestic goods as an ethical act that supports their group (Sharma, 2015; Srivastava et al., 2020; Vuong & Khanh Giao, 2020). However, research on consumer ethnocentrism has largely focused on consumer intentions and behavior, while the cognitive evaluation pathways linking brand beliefs to satisfaction are often overlooked. Consequently, there remains a lack of integrated explanations regarding when evaluations of domestic brands translate into long-term loyalty within ethnocentric segments (Ream & Nabil Kinawy, 2025). By integrating the S-O-R theoretical perspective with the moderating mechanism of ethnocentrism, this study makes a new contribution to the consumer behavior literature by demonstrating how national identity factors can strengthen or weaken the effects of brand perception on consumer satisfaction and loyalty in emerging markets.

From a practical perspective, this study presents important strategic implications for local and global brand managers operating in emerging markets. Through an analysis of Indonesian consumer responses, this study yields insights into how local brands such as Eiger can leverage the growing ethnocentric sentiment fostered by national campaigns like "Proudly Made in Indonesia" to strengthen brand equity and build long-term consumer loyalty. The Indonesian context is particularly relevant given that such campaigns have created strong momentum for the growth of domestic brands, reflecting a significant shift where domestic brands are beginning to gain an edge by leveraging national identity and local pride (Gupta, 2019; Narayan, 2024).

The findings of this study are expected to provide practical guidance for marketing managers in designing effective marketing mix strategies, enhancing consumer-based brand equity, and optimizing customer satisfaction while considering the level of ethnocentrism in their target markets. Furthermore, this study also offers insights for global brands on how they need to adapt their marketing approaches in emerging markets increasingly dominated by nationalistic sentiments and preferences for local products, given that the complexity of

competition between global and domestic brands is unfolding in a tangible and dynamic manner in an era where symbolic factors such as cultural relevance and national identity are becoming increasingly decisive in consumer choices.

REVIEW OF LITERATURE

Stimulus–Organism–Response (S-O-R) Theory

The Stimulus-Organism-Response (S-O-R) model proposed by Mehrabian and Russell (1974) explains that external environmental stimuli (S) trigger internal organismic conditions (O), which then generate behavioral responses (R). The process of responding to stimuli occurs in three phases. First, external stimuli (physical, social, or digital) enter through the senses as raw information. Second, the organismic phase processes this information through rapid cognitive evaluations that assess the relevance, risk, and benefits of the stimulus, subsequently triggering affective feelings such as interest or anxiety. This combination of cognitive and affective evaluations prepares the individual's motivational system. Third, motivation generates observable behavioral responses, such as approach, avoidance, purchase, or advocacy (Bakker et al., 2014). Experts in the field of marketing generally identify the 4Ps (i.e., product, price, place, and promotion) as the primary stimuli that shape consumers' cognitive-affective evaluations prior to the purchase decision (Jacoby, 2002).

Marketing Mix Elements and Consumer-Based Brand Equity

The marketing mix, as a set of tactical marketing tools that companies can control (Kotler & Keller, 2016), acts as an external stimulus within the Stimulus-Organism-Response (S-O-R) framework that triggers consumers' internal evaluation processes (Mehrabian & Russell, 1974). The four elements of the marketing mix product, price, place, and promotion are key factors in shaping the dimensions of CBBE.

Sustained marketing activities create sustained brand equity (Yoo & Donthu, 2001). Product attributes such as quality, features, and innovation influence brand equity through awareness, associations, and perceived quality (Huang & Bunchapattanasakda, 2023; Nguyen Viet & Nguyen Anh, 2021). Pricing strategies shape perceived quality because consumers tend to associate high prices with superior quality, while aggressive discounts can undermine brand equity. Intensive distribution saves consumers time in searching and strengthens brand awareness and associations (Shin et al., 2023; Yoo & Donthu, 2001). Promotions through effective campaigns directly enhance brand perception and contribute to brand equity dimensions (Nguyen Viet & Nguyen Anh, 2021).

Empirical evidence shows that value-oriented pricing strategies strengthen perceived quality (Huang & Bunchapattanasakda, 2023), easily accessible distribution increases brand awareness (Shin et al., 2023), and digital promotional communication significantly enhances brand awareness and associations (Ahmed et al., 2024). A cross-category study by Yoo and Donthu (2001) demonstrated that price, store image, and advertising spending significantly influence CBBE.

H1: There is a significant positive influence of the marketing mix on Consumer-Based Brand Equity (CBBE).

Consumer-Based Brand Equity and Consumption Satisfaction

CBBE functions as a cognitive entity within the S-O-R framework that processes marketing stimuli and shapes consumers' internal evaluations. This concept is grounded in the theory of associative memory's and cognitive learning theory, which explain how consumers process, store, and retrieve brand information from long-term memory (Keller, 1993; Aaker, 1991).

The three dimensions of CBBE perceived quality, brand awareness, and brand associations influence the formation of satisfaction. Perceived quality reflects consumers' assessments of a brand's superiority and functionality, which reinforce trust and authenticity (Akoglu & Özbek, 2021; Jeon & Yoo, 2021). Brand awareness builds a sense of familiarity that facilitates the consumer evaluation process. Brand associations provide reasons to buy, trigger positive attitudes and feelings, and form the basis of loyalty (Aaker, 1991; Keller, 1993; Yoo et al., 2000).

Expectation-Confirmation Theory (ECT) suggests that strong CBBE leads to higher pre-purchase expectations. When these expectations are met or exceeded through the product's actual performance, positive confirmation occurs, resulting in satisfaction (Oliver, 1980). Brand-related information including knowledge, awareness, and familiarity combines with emotions, perceptions, beliefs, and attitudes to shape consumer behavior, thereby strongly influencing satisfaction levels (Nguyen Viet & Nguyen Anh, 2021).

Strong brand equity indicates alignment with the consumer's self-identity, which further enhances satisfaction (Tran et al., 2020; Cambra-Fierro et al., 2021). In the context of domestic outdoor products such as Eiger, consistent quality, transparency regarding materials and production standards, as well as meaningful promotions for the Indonesian outdoor community can increase satisfaction by strengthening the CBBE dimension.

H2: There is a significant positive influence of Consumer-Based Brand Equity (CBBE) on Consumption Satisfaction.

The Moderating Role of Consumer Ethnocentrism in Influencing the Relationship Between Consumer-Based Brand Equity (CBBE) and Consumption Satisfaction

Consumer ethnocentrism is the belief held by consumers regarding the morality and appropriateness of purchasing foreign-made products versus locally made products (Shimp & Sharma, 1987), representing a systematic bias that leads consumers to prefer domestic products not because of objective superiority but due to group identification and perceived moral obligations. This concept is rooted in Social Identity Theory (SIT) developed by Tajfel and Turner (1979), which states that individuals derive self-esteem from group membership and thus prefer in-group symbols.

Consumer satisfaction with local products is influenced by the strength of their ethnocentrism (Liu et al., 2021). Consumers with high ethnocentrism prioritize domestic products due to their national loyalty, which is then reflected in higher reported satisfaction with the use of such products. They may even disregard factors such as price or product quality, as they perceive foreign products as potentially harmful to the national economy (Trivedi et al., 2024). Consumer ethnocentrism moderates the relationship between CBBE and satisfaction through the mechanism of in-group favoritism, whereby consumers with high ethnocentrism tend to evaluate domestic brands more positively due to group identification and perceived moral obligations (Zeugner-Roth et al., 2015).

Developing countries exhibit a pattern where satisfaction with domestic brands is stronger among highly ethnocentric consumers compared to those in developed countries (Karoui & Khemakhem, 2019). Multi-country studies indicate that consumer ethnocentrism exerts the strongest effect in collectivist cultures, a characteristic of the Indonesian market. Safeer, Zhou, et al. (2022) found that consumer ethnocentrism moderates the relationship between perceived brand localness and satisfaction, such that for highly ethnocentric consumers, the effect of brand localness on satisfaction increases. A systematic review by Liu et al. (2021) of 23 studies in emerging markets found that consumer ethnocentrism consistently strengthens the relationship between brand evaluation and satisfaction for domestic brands. Zeugner-Roth et al. (2015) used the SIT perspective to demonstrate that consumer ethnocentrism moderates the relationship between brand quality and satisfaction through the mechanism of in-group favoritism.

Globalization has produced diverse segments with different group affiliations. Some consumers adopt a global identity, while others assert their uniqueness by supporting local identities (López-Lomelí et al., 2019). In the context of domestic outdoor products such as Eiger, Indonesian consumers with high levels of ethnocentrism will experience higher satisfaction when Eiger's CBBE is strong, as the product not only meets functional needs but also affirms national identity and fulfills a moral obligation to support local products.

H3: Consumer ethnocentrism significantly moderates the relationship between Consumer-Based Brand Equity (CBBE) and Consumption Satisfaction.

Consumption Satisfaction and Brand Loyalty

Consumption Satisfaction is a post-purchase affective evaluation resulting from a comparison between pre-purchase expectations and the actual performance of a product or service (Oliver, 1980), representing a psychological state arising when emotions surrounding unconfirmed expectations are combined with consumers' prior feelings about consumption experiences (Zeithaml et al., 1996). Within the S-O-R framework, satisfaction is an affective organism resulting from the confirmation or disconfirmation process after consumers process marketing stimuli through CBBE evaluation.

Consumer satisfaction is a key mechanism for sustained usage. When consumers are satisfied with a product, they develop a positive preference for it, which encourages them to continue using it or even recommend it to friends and family (Jiang et al., 2024). This concept is explained through the Expectation-Confirmation Theory (ECT) developed by Oliver (1980), in which high satisfaction creates positive confirmation that triggers emotional elevation, thereby generating conative responses such as repurchase, advocacy, and resistance to price changes (Jeon & Yoo, 2021; Zeithaml et al., 1996).

Brand loyalty, defined as a consumer's strong commitment to consistently repurchase or continue subscribing to preferred products or services in the future despite situational influences and marketing efforts that could potentially lead to switching behavior (Oliver, 1999), encompasses two dimensions: behavioral loyalty and attitudinal loyalty (Zeithaml et al., 1996). A recent meta-analysis found that once expectations are met, satisfaction triggers a mutually reinforcing habit cycle that stabilizes repeat purchases, even in product categories with low involvement where switching costs are virtually nonexistent (Schiebler et al., 2025).

Research conducted by Javed et al. (2021) in retail channels shows that when other store attributes are considered, satisfaction becomes the most influential predictor of brand loyalty, surpassing perceived value and trust. Zeithaml et al. (1996) found that consumption

satisfaction is the strongest predictor of behavioral intentions, including loyalty, with high satisfaction resulting in greater repurchase intention compared to low satisfaction. A meta-analysis of 247 studies by Schiebler et al. (2025) confirmed a strong relationship between satisfaction and loyalty. Nguyen Viet and Nguyen Anh (2021) demonstrated that satisfaction significantly influences loyalty through an indirect effect via trust. A systematic review of two decades of satisfaction research by Nunkoo et al. (2025) found that satisfaction consistently predicts loyalty.

H4: There is a significant positive relationship between consumption satisfaction and brand loyalty

The Moderating Role of Consumer Ethnocentrism in Influencing the Relationship Between Consumption Satisfaction and Brand Loyalty

Satisfaction generally increases loyalty, but research on identity suggests that the strength of this relationship varies depending on group affiliation. Based on Social Identity Theory (SIT), consumer ethnocentrism centers on nationalism and patriotism, where nationalism reflects a defensive pride in identity (e.g., "us versus them"), while patriotism reflects a pride that affirms identity (e.g., "supporting local brands without condemning foreign ones") (Balabanis & Siamagka, 2022; Safeer, Zhou, et al., 2022; Trivedi et al., 2024).

Balabanis and Siamagka (2022) argue that loyalty to domestic products serves two purposes simultaneously for ethnocentric consumers: utilitarian goals (the functional benefits of the product) and identity goals (strengthening national identity), creating what is known as a "double dividend" (Safeer, Zhou, et al., 2022). Furthermore, loyalty actions such as brand recommendations also function as group signals (Kowalska et al., 2024). Consumers with high ethnocentrism tend to convert satisfaction into repurchases and advocacy more persistently than their counterparts with low ethnocentrism.

Consumers with low ethnocentrism exhibit a different pattern; they may switch to foreign brands if functional benefits outweigh patriotic signals, which ultimately dampens the satisfaction-loyalty slope. Multi-country studies indicate that consumer ethnocentrism exerts the strongest effect in low-involvement categories, as well as within collectivist cultures—a characteristic of the Indonesian market. Developing countries exhibit a pattern where satisfaction with domestic brands is stronger among highly ethnocentric consumers compared to those in developed nations (Karoui & Khemakhem, 2019).

H5: Consumer ethnocentrism significantly moderates the relationship between consumption satisfaction and brand loyalty.

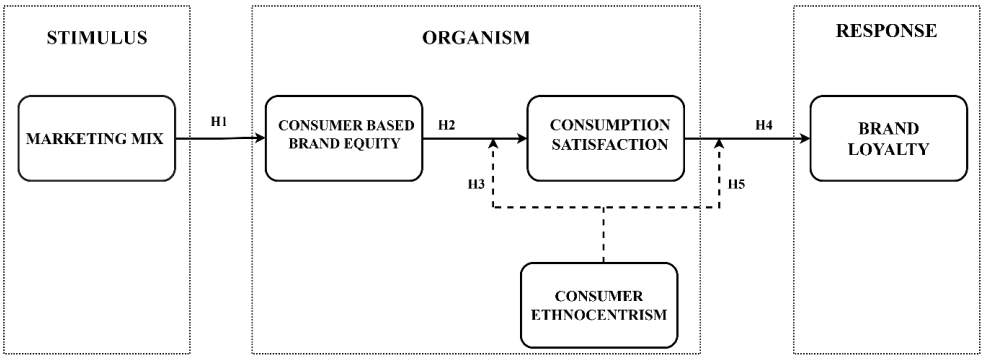

Figure 1.
Research Framework

RESEARCH METHOD

This study employs a quantitative research design with a causal approach to test the cause-and-effect relationship among the variables under investigation. This explanatory research design aims to elucidate the influence of the Marketing Mix on Brand Loyalty through Consumer-Based Brand Equity and Consumption Satisfaction, with Consumer Ethnocentrism serving as a moderator. Causal-associative research allows researchers to test complex structural models with multiple relationships simultaneously (Hair et al., 2019). Furthermore, this study adopts the Stimulus-Organism-Response (S-O-R) framework to explain the mechanism of brand loyalty formation through cognitive-affective-conative pathways.

Design and Instrument Measurement

This study uses statements describing the real-life experiences of Eiger brand consumers regarding the marketing mix elements implemented by the local brand. The questions regarding the marketing mix elements refer to the studies by Yoo et al. (2000) and Nguyen Viet and Nguyen Anh (2021), which were subsequently modified to fit the context of this study. A total of 12 items were included to capture the four dimensions of the marketing mix price, product, promotion, and place with each dimension measured using three items. Furthermore, the three sub-constructs of customer-based brand equity perceived quality, brand awareness, and brand association were measured using a nine-item scale adapted from the studies by Jeon & Yoo (2021) and Yoo et al. (2000), with each dimension measured using three items. Customer satisfaction was measured using three items based on the study by Jiang et al. (2024). This study also uses a 10-item short form of the Consumer Ethnocentrism (CET) scale, originally proposed by Shimp and Sharma (1987) with 17 items, to measure the level of consumer ethnocentrism among respondents; this 10-item CET scale is widely used in research and demonstrates excellent psychometric properties, including construct unidimensionality. Finally, brand loyalty was measured using a six-item scale adapted from Jeon & Yoo (2021), where repurchase intention and brand advocacy as proposed by Zeithaml et al. (1996) constitute the characteristics of brand loyalty, with each of these two sub-constructs measured using three items.

Data for this study were collected via a structured questionnaire distributed online using the Google Forms platform to consumers of the local outdoor brand Eiger residing in Cirebon Regency. The online survey method was chosen because it allows for a wide geographic reach, time and cost efficiency, and ease of data processing (Wright, 2017). The questionnaire was designed using a 5 point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) to measure respondents' perceptions of all research constructs.

Sampling Technique

Given that the exact population size is unknown and the researcher's limitations in reaching all Eiger consumers in Cirebon Regency, this study employed purposive sampling. This technique was chosen because the study required respondents with specific characteristics, namely consumers residing in Cirebon Regency, aged at least 17 years, who had purchased Eiger products within the last 6 months, and who had used Eiger products. Purposive sampling allows the researcher to intentionally select respondents who meet the study's inclusion criteria, ensuring that the data obtained is more relevant and of high quality.

Data Analysis Technique

This study uses Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software as the data analysis method. PLS-SEM was chosen because it is suitable for complex models, data do not need to meet the normality assumption, it can accommodate medium sample sizes, and it focuses on prediction. The determination of the sample size in this study refers to the rule of a minimum sample size of 5–10 times the number of indicators or at least 200 respondents to produce stable estimates, as stated by Hair et al. (2010) and Kline (2015). This study includes 40 measurement indicators; therefore, the minimum required sample size is 200 respondents based on the calculation of 5 × 40 indicators. This research model adopts the Stimulus-Organism-Response (S-O-R) approach, which examines the influence of the Marketing Mix as a stimulus on Consumer-Based Brand Equity and Consumption Satisfaction as the organism representing consumers' internal cognitive and affective processes, which in turn influence Brand Loyalty as the response. This study also examines the role of Consumer Ethnocentrism as a moderating variable that strengthens or weakens the relationship between Consumer-Based Brand Equity and Consumption Satisfaction, as well as the relationship between Consumption Satisfaction and Brand Loyalty.

RESULTS AND DISCUSSION

Respondents' Socio-Demographic Profile

Data were collected via an online questionnaire distributed through various social media platforms, including Instagram, Facebook, and WhatsApp, to reach the target consumer population who had purchased or used Eiger products in Cirebon Regency. Respondents were selected purposively based on their experience in purchasing or using Eiger products, both online and offline. Of the total 232 respondents collected, 22 did not meet the criteria or provided invalid answers, leaving only 210 valid samples for further analysis.

Table 1
Characteristics of Respondents

Characteristic	Criteria	Frequency (n = 210)	Percentage (%)
Gender	Male	115	54.8%
	Female	95	45.2%
Age	17–26	167	79.5%
	27–36	40	19%
	>37	3	1.4%
Employment/Occupation	Student	126	60%
	Employee/Employer	71	33.8%
	Educators/Teachers/Professors	12	5.7%
	Others	1	0.5%

Table 1 summarizes the demographic profile of respondents, covering key variables such as gender, age group, and occupation/activity. A diverse representation is clearly

evident, with respondents divided into three distinct age categories: 17–26 years, 27–36 years, and >37 years, capturing different behavioral trends across various life stages. The gender distribution is also presented, covering both male and female respondents, which allows for the analysis of potential gender differences in outdoor fashion product purchasing behavior. By ensuring that respondents met the inclusion criteria, particularly consumers with experience in purchasing and using Eiger products, the collected data accurately represents the characteristics and preferences of the relevant target demographic.

Table 2
Indicator Loadings and Latent Variable Coefficients

Validity/Reliability	Items	Factor Loadings	Cronbach's alpha	Composite reliability	AVE
MM - Price	PRI1	0.911	0.918	0.937	0.714
	PRI2	0.787			
	PRI3	0.842			
MM – Product	PRD1	0.791			
	PRD2	0.750			
	PRD3	0.819			
MM – Place	PLC1	0.828			
	PLC2	0.804			
	PLC3	0.838			
MM – Promotion	PRM1	0.867			
	PRM2	0.831			
	PRM3	0.839			
CBBE – Awareness	BAW1	0.751	0.930	0.941	0.641
	BAW2	0.753			
	BAW3	0.814			
CBBE – Association	BAS1	0.841			
	BAS2	0.789			
	BAS3	0.853			
CBBE – Perceived Quality	PQ1	0.785			
	PQ2	0.840			
	PQ3	0.773			
CS - Satisfaction	CS1	0.918	0.897	0.936	0.829
	CS2	0.898			
	CS3	0.915			
BL – Advocacy	ADV1	0.705	0.959	0.965	0.734
	ADV2	0.889			
	ADV3	0.848			
	RCI1	0.898			

BL – Re-purchase Intentions	RCI2	0.846			
	RCI3	0.868			
Con_ETH	ETH1	0.850	0.958	0.963	0.683
	ETH2	0.876			
	ETH3	0.843			
	ETH4	0.891			
	ETH5	0.768			
	ETH6	0.849			
	ETH7	0.868			
	ETH8	0.894			
	ETH9	0.838			
	ETH10	0.880			

Convergent validity was tested by examining the outer loadings of each indicator. According to Hair et al. (2019), data with outer loadings greater than 0.6 are considered valid. Analysis of responses from 210 respondents showed that all indicators met or exceeded the 0.6 threshold. Outer loading values ranged from 0.705 (ADV1) to 0.918 (CS1), confirming the validity of all indicators in this research model.

Average Variance Extracted (AVE) was also tested, with values exceeding 0.5 considered acceptable (Sarstedt et al., 2017). The AVE test results showed that all variables in the model met the validity criteria, with AVE values of 0.714 for Marketing Mix, 0.641 for CBBE, 0.829 for Consumption Satisfaction, 0.734 for Brand Loyalty, and 0.683 for Consumer Ethnocentrism. This confirms that these constructs explain a significant portion of the variance in their respective indicators.

Cronbach's Alpha (CA) values were calculated for each construct to ensure their reliability. Table 2 shows that all variables Marketing Mix (MM), Consumer-Based Brand Equity (CBBE), Consumption Satisfaction (CS), Brand Loyalty (BL), and Consumer Ethnocentrism (Con_ETH) meet the CA threshold, with values above 0.7 (Hair et al., 2019). Marketing Mix showed a CA value of 0.918, CBBE of 0.930, Consumption Satisfaction of 0.897, Brand Loyalty of 0.959, and Consumer Ethnocentrism of 0.958. Therefore, all constructs are considered reliable based on CA.

A Composite Reliability (CR) test was conducted to further assess the reliability of the constructs. The results indicate that all indicators exceeded the required minimum value of 0.7 (Hair et al., 2019), with CR values of 0.937 for Marketing Mix, 0.941 for CBBE, 0.936 for Consumption Satisfaction, 0.965 for Brand Loyalty, and 0.963 for Consumer Ethnocentrism. This confirms the high accuracy and consistency in construct measurement, as well as the reliability of all variables in this research model.

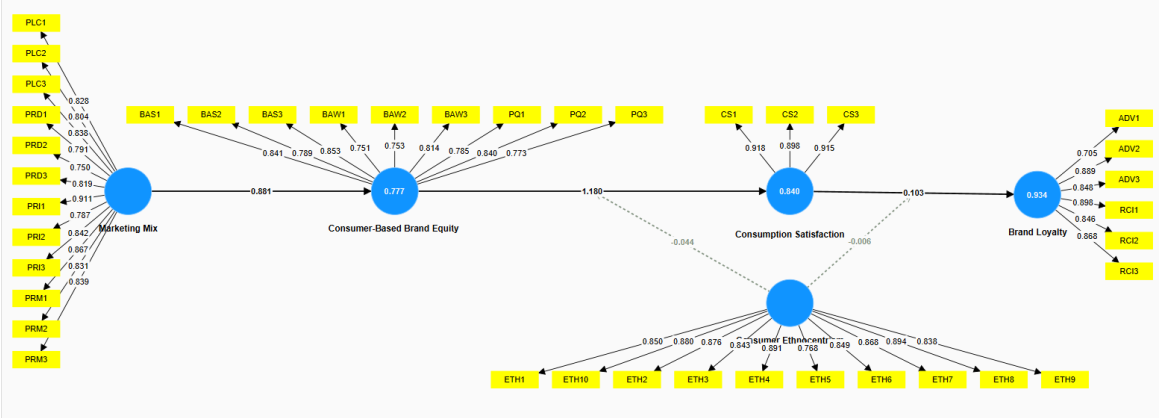

Figure 2.
PLS-SEM Results

Table 3
Results of Hypotheses

Hypothesis	Path	Sample mean	T-statistics	P-values	Results
H1	MM -> CBBE	0.882	25.103	0.000	Significant
H2	CBBE -> CS	1,169	10.201	0.000	Significant
H3	Con_ETH x CBBE -> CS	-0.043	1.980	0.048	Significant
H4	CS -> BL	0.099	3.437	0.001	Significant
H5	Con_ETH x CS -> BL	-0.006	0.618	0.537	Not Significant

The research findings confirm that the Marketing Mix significantly influences Consumer-Based Brand Equity (CBBE), supporting H1 with a t-statistic value of 25.103 ($p < 0.001$). This is consistent with Yoo et al. (2000), who found that elements of the marketing mix such as price, store image, distribution intensity, and advertising spending significantly influence brand equity. These findings are also supported by Nguyen Viet and Nguyen Anh (2021), who demonstrated that advertising and distribution intensity have a positive impact on brand awareness, brand associations, perceived quality, and brand trust. The Marketing Mix functions as an external stimulus within the S-O-R framework that triggers consumers' internal evaluation processes, where product, price, place, and promotion strategies collectively shape the dimensions of CBBE namely perceived quality, brand awareness, and brand associations.

In addition to validating previous research, this study demonstrates that the Marketing Mix does not function as an isolated determinant of CBBE but interacts with the local market context and domestic brand identity to strengthen brand equity. Indonesian consumers, particularly Gen-Z and millennials, exhibit a strong preference for local brands supported by the "Proudly Made in Indonesia" campaign. Consistent and authentic implementation of the Marketing Mix provides a form of culturally reinforced brand validation with greater

persuasive power than conventional marketing strategies. Yoo et al. (2000) explain that frequent price promotions are associated with low brand equity, whereas high advertising spending, high price, good store image, and high distribution intensity are associated with high brand equity. The effectiveness of the Marketing Mix depends on the consistency of implementation across all 4P elements. Inconsistent or conflicting strategies can reduce their impact on CBBE, while alignment between product quality, competitive pricing, accessible distribution, and meaningful promotion creates a sustainable cycle of brand equity reinforcement. Local brands like Eiger must not only optimize each element of the marketing mix individually but also ensure strategic integration across all elements to maximize CBBE formation. The research findings reaffirm the role of the Marketing Mix as the primary driver of CBBE while emphasizing the need for an integrated strategy to enhance its effectiveness in the context of Indonesia's emerging market.

Consumer-Based Brand Equity (CBBE) emerged as a significant predictor of Consumption Satisfaction (CS), confirming H2 with a t-statistic value of 10.201 ($p < 0.001$). These findings align with Nguyen Viet and Nguyen Anh (2021), who found that brand awareness and brand trust significantly influence brand loyalty, as well as Jeon and Yoo (2021), who demonstrated a positive relationship between CBBE dimensions and consumer satisfaction. This study expands upon previous investigations, emphasizing that CBBE is not merely a factor influencing product evaluation but actively enhances expectation confirmation and long-term emotional attachment to the brand. The Marketing Mix introduces external marketing stimuli, but CBBE, as a cognitive construct, reinforces these perceptions into stable and sustainable satisfaction through the mechanisms of Expectation-Confirmation Theory (Oliver, 1980).

The strength of the relationship between CBBE and CS indicates that the success of modern local brands depends more on perceived quality, brand awareness, and strong brand associations than on aggressive promotional strategies alone. Indonesian consumers, particularly Gen-Z and millennials, have become aware of the quality of local products, brand authenticity, and national pride in " " thanks to the "Bangga Buatan Indonesia" campaign. A strong CBBE is built through consistent quality, clear product differentiation, and meaningful brand experiences. Brands that fail to build a solid CBBE risk being perceived as inferior to global competitors, regardless of their marketing efforts. As a local outdoor brand, Eiger possesses CBBE dimensions such as superior perceived quality, high brand awareness through widespread distribution across more than 350 retail outlets, and positive brand associations related to the quality, durability, and innovation of Indonesian outdoor products. Collectively, these dimensions create high expectations; when met or exceeded, they generate positive confirmation and consumer satisfaction. This study identifies CBBE as a highly significant driver of CS, reinforcing that brand equity is not something granted automatically but is continuously earned and strengthened through consistent and superior experiences in every consumer-brand interaction.

The research results indicate that Consumer Ethnocentrism (Con_ETH) significantly moderates the relationship between CBBE and CS, supporting H3 with a t-statistic value of 1.980 ($p = 0.048$). These findings align with Safeer, Zhou, et al. (2022), who found that consumer ethnocentrism moderates the relationship between perceived brand localness and satisfaction, and Zeugner-Roth et al. (2015), who demonstrated that consumer ethnocentrism moderates the relationship between brand quality and satisfaction through the mechanism of

in-group favoritism based on Social Identity Theory. This study makes a new contribution by identifying that the moderating effect of consumer ethnocentrism is not simply linear but reflects the complexity of consumer identity in emerging markets. Consumers with high levels of ethnocentrism tend to evaluate the CBBE of local brands like Eiger more positively and experience higher levels of satisfaction, as purchasing domestic products not only fulfills functional needs but also affirms national identity and fulfills a moral obligation to support the local economy (Shimp & Sharma, 1987).

Ethnocentric consumers derive self-esteem from their membership in a national group within the context of Social Identity Theory (Tajfel & Turner, 1979), so domestic brands with strong CBBE become in-group symbols that reinforce emotional satisfaction beyond the product's utilitarian benefits. This explains why the "Proudly Made in Indonesia" campaign created strong momentum for the growth of domestic brands, as the campaign activated ethnocentric sentiments that strengthened the relationship between perceived brand equity and consumer satisfaction. These findings have important implications for local brand managers to not only focus on building CBBE through product quality and marketing strategies but also to leverage narratives of national identity and local pride in brand communication to maximize consumer satisfaction, particularly in market segments with high levels of ethnocentrism.

Consumer Satisfaction (CS) significantly influences Brand Loyalty (BL), supporting H4 with a t-statistic value of 3.437 ($p = 0.001$). This aligns with Zeithaml et al. (1996), who found that Consumption Satisfaction is the strongest predictor of behavioral intentions, including loyalty, with high satisfaction leading to greater repurchase intention, as well as Jeon and Yoo (2021), who demonstrated that satisfaction significantly influences loyalty. This study indicates that the influence of CS on BL is not rooted solely in functional evaluation, but in satisfaction's ability to create positive confirmation that triggers behavioral and attitudinal loyalty responses. CS in the context of local brands like Eiger functions as a mechanism for forming emotional attachment that strengthens relational loyalty, unlike typical transactional relationships where satisfaction only results in temporary repeat purchases.

The coefficient of CS on BL confirms that while consumer satisfaction is important, it does not fully determine BL independently, as its impact is maximized when combined with strong CBBE and moderated by Consumer Ethnocentrism. This underscores the importance of the quality of satisfaction over mere levels of satisfaction, as Indonesian consumers, particularly Gen-Z and millennials, prioritize authentic brand experiences and the emotional value of supporting local products over purely functional satisfaction. Satisfaction resulting from positive confirmation creates a sustainable reinforcement cycle within the context of Expectation-Confirmation Theory (Oliver, 1980), where positive experiences with Eiger products not only meet consumer expectations but also strengthen the intention to repurchase (re-consumption intention) and the desire to recommend the brand to others (brand advocacy). Local brands like Eiger need to focus their marketing strategies not only on creating transactional satisfaction but on building emotionally and culturally meaningful satisfaction, which in turn fosters long-term loyalty and resistance to switching behavior despite competitive offers from premium global brands.

Consumer Ethnocentrism (Con_ETH) does not significantly moderate the relationship between Consumption Satisfaction (CS) and Brand Loyalty (BL), leading to the

rejection of H5 with a t-statistic value of 0.618 (p = 0.537). Previous studies have reported that consumer ethnocentrism can strengthen the transformation of satisfaction into loyalty toward domestic brands, with highly ethnocentric consumers demonstrating a stronger commitment to continue purchasing and recommending local products (Safeer, Zhou, et al., 2022; Balabanis & Siamagka, 2022). The findings of this study indicate that in the context of local outdoor brands such as Eiger in Indonesia, the moderating effect of Consumer Ethnocentrism on the satisfaction-to-loyalty path is not significant.

Already high consumer satisfaction with local brands renders the role of ethnocentrism insignificant in strengthening loyalty. Superior product quality, consistent brand experiences, and a strong market position in the case of Eiger have established a solid direct relationship between satisfaction and loyalty without the need for additional reinforcement from nationalist sentiments. Similarly, consumers with very low ethnocentrism can still prefer globally styled domestic brands that signify world-class quality (Davvetas et al., 2024). Gen Z and millennial consumers tend to make decisions based on quality, innovation, user experience, and value for money, rather than solely on patriotism, although they still have a preference for local brands. The high-involvement nature of the outdoor product category means that loyalty is built more on performance and real-world usage experience than on national identity.

Local brands like Eiger should prioritize consistent quality, continuous innovation, and superior customer experiences. Nationalist narratives remain relevant as supporting factors in building satisfaction, but long-term loyalty is primarily driven by a product's functional excellence and the quality of the consumer experience.

Theoretical and Practical Implications

Theoretically, this study contributes to the literature on consumer behavior and brand management by validating the Stimulus-Organism-Response (S-O-R) Model in the context of local brands in emerging markets. The findings confirm that the formation of Brand Loyalty occurs through a hierarchical cognitive-affective-conative pathway, where the Marketing Mix acts as a stimulus that shapes Consumer-Based Brand Equity (CBBE) as a cognitive condition; CBBE influences Consumption Satisfaction as an affective condition; and satisfaction drives Brand Loyalty as a behavioral response. Key findings reveal the moderating role of Consumer Ethnocentrism, which is asymmetric: it is significant in the relationship between CBBE and Consumption Satisfaction but not in the relationship between Consumption Satisfaction and Brand Loyalty. This indicates that national identity exerts a stronger influence during the cognitive evaluation stage than in the conversion of satisfaction into loyal behavior, particularly within high-involvement product categories. This study expands our understanding of Consumer Ethnocentrism by demonstrating that its influence is contextual and depends on the stages of the consumer decision-making process, while also confirming the increasing rationality and functional orientation of consumers in emerging markets.

In practical terms, the research findings provide strategic guidance for local brands like Eiger to prioritize the optimization of the Marketing Mix as the foundation for building CBBE. The four elements of the 4Ps have been shown to have a strong influence on brand equity; therefore, marketing strategies must be implemented in an integrated and consistent manner. Strengthening CBBE is key to driving consumer satisfaction and loyalty through improved product quality, enhanced brand awareness, and the creation of positive and

relevant brand associations. Consumer Ethnocentrism sentiment can be strategically leveraged to boost satisfaction, but it is insufficient for building long-term loyalty. Therefore, brand communication strategies must balance narratives of local pride with the functional and objective strengths of the product, ensuring that consumer loyalty is primarily built on the basis of superior product performance and brand experience.

CONCLUSION

This study demonstrates that consumer brand loyalty toward the local outdoor brand Eiger is formed through a cognitive–affective–conative hierarchical pathway within the Stimulus–Organism–Response (S-O-R) Model framework. The Marketing Mix serves as the primary stimulus that significantly builds Consumer-Based Brand Equity (CBBE); CBBE enhances Consumer Satisfaction, and this satisfaction subsequently drives Brand Loyalty. These findings confirm that brand loyalty is not formed instantaneously but through a layered process of consumer evaluation and experience.

Another key result indicates that Consumer Ethnocentrism plays a selective role. This variable strengthens the influence of CBBE on consumer satisfaction but does not moderate the relationship between satisfaction and loyalty. This suggests that nationalistic sentiments are more effective at the cognitive and affective stages but are less relevant in driving loyal behavior once consumers have objectively evaluated product performance. The main contribution of this study lies in the integrative analysis of direct, mediating, and moderating effects within a comprehensive S-O-R model.

From a practical perspective, this study recommends that local brands such as Eiger prioritize the integrated optimization of the Marketing Mix to strengthen CBBE and consumer satisfaction. Enhancing product quality, increasing brand awareness, and creating positive brand associations form the primary foundation for building long-term loyalty. The sentiment “Proudly Made in Indonesia” should be strategically leveraged to support satisfaction but should not be the sole source of differentiation. Consumer loyalty remains determined by functional superiority, quality of experience, and consistent product performance. In facing global brand competition, differentiation based on local needs, market responsiveness, and strengthening long-term relationships with consumers are key to competitiveness.

This study has limitations regarding its geographical scope, cross-sectional design, online survey method, and the use of self-reports, which may introduce bias. Additionally, other factors that may influence the role of ethnocentrism have not been explored in depth. Therefore, future research is recommended to expand the brand and regional contexts, employ a longitudinal approach and mixed-methods, and incorporate other psychological and behavioral variables to enrich the understanding of the mechanisms underlying the formation of local brand loyalty in emerging markets.

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