

***SUSTAINABLE MARKETING: BALANCING PROFIT AND PLANET IN
MODERN BUSINESS PRACTICES***

**PEMASARAN BERKELANJUTAN: MENYEIMBANGKAN LABA DAN
PLANET DALAM PRAKTIK BISNIS MODERN**

Bunga Aditi¹, Eko Tama Putra Saratian², Marwan Effendi³

Universitas Harapan Medan¹

Universitas Mercu Buana²

STIE Manajemen Bisnis Indonesia³

bunga.aditi16@gmail.com¹, eko.tama@mercubuana.ac.id², marwan.effendi@stiambi.ac.id³

ABSTRACT

This research explores the impact of sustainable marketing strategies on corporate image and business profitability at The Body Shop Pekanbaru. Using a quantitative research design, this study used random sampling techniques to collect data from 250 consumers. The analysis used was structural equation modeling using SmartPLS to evaluate the relationship between variables. The findings indicate a significant positive correlation between the implementation of sustainable marketing strategies and corporate image, which in turn affects business profitability. However, the results show that customer satisfaction does not have a significant direct impact on profitability when mediated through sustainable marketing strategies. These insights suggest that while improving a company's image through sustainability efforts is critical to financial success, customer satisfaction alone cannot guarantee profitability without strategic integration with sustainability initiatives. This study highlights the importance of ethical branding and responsible practices in the beauty industry, offering implications for brands looking to align themselves with modern consumer values.

Keywords: Sustainable marketing, corporate image, business profitability, customer satisfaction.

ABSTRAK

Penelitian ini mengeksplorasi dampak dari strategi pemasaran berkelanjutan terhadap citra perusahaan dan profitabilitas bisnis di The Body Shop Pekanbaru. Dengan menggunakan desain penelitian kuantitatif, penelitian ini menggunakan teknik pengambilan sampel secara acak untuk mengumpulkan data dari 250 konsumen. Analisis yang digunakan adalah pemodelan persamaan struktural dengan menggunakan SmartPLS untuk mengevaluasi hubungan antar variabel. Temuan menunjukkan korelasi positif yang signifikan antara penerapan strategi pemasaran berkelanjutan dan citra perusahaan, yang pada gilirannya mempengaruhi profitabilitas bisnis. Namun, hasil penelitian menunjukkan bahwa kepuasan pelanggan tidak memiliki dampak langsung yang signifikan terhadap profitabilitas ketika dimediasi melalui strategi pemasaran berkelanjutan. Wawasan ini menunjukkan bahwa meskipun meningkatkan citra perusahaan melalui upaya keberlanjutan sangat penting untuk kesuksesan finansial, kepuasan pelanggan saja tidak dapat menjamin profitabilitas tanpa integrasi strategis dengan inisiatif keberlanjutan. Studi ini menyoroti pentingnya branding yang etis dan praktik-praktik yang bertanggung jawab dalam industri kecantikan, yang menawarkan implikasi bagi merek-merek yang ingin menyelaraskan diri mereka dengan nilai-nilai konsumen modern.

Kata Kunci: Pemasaran berkelanjutan, citra perusahaan, profitabilitas bisnis, kepuasan pelanggan.

INTRODUCTION

In recent years, sustainable marketing has gained significant traction, with businesses increasingly recognizing the need to balance profitability with environmental and social responsibility. This shift reflects a response to growing consumer expectations for ethical practices and transparency, where

sustainable marketing has become a powerful tool to build trust, loyalty, and brand differentiation. Studies indicate that consumers, especially millennials and Gen Z, are willing to support brands that align with their values, often prioritizing these ethical concerns over price (Ardiansyah & Mustaruddin 2024). Courses like those at Columbia Business

Schools are now equipping future marketers with essential skills to integrate sustainable principles into their practices, ensuring they can meet modern business demands while fostering a positive impact on society and the planet (Novanty et al., 2024).

Business profitability within the framework of sustainable marketing is increasingly seen not just as feasible but as highly advantageous, particularly as companies integrate Environmental, Social, and Governance practices. Evidence suggests that firms excelling in sustainability, especially those positioned as "triple outperformers," frequently achieve stronger financial returns, with up to 11% revenue growth and significant profitability compared to peers who lag in ESG measures (Rachmawan et al., 2024). Such firms benefit from consumer preferences for responsible brands and experience reduced regulatory risks, highlighting how strategic investment in sustainability fosters long-term financial resilience. Furthermore, the convergence of digital technologies with eco-friendly initiatives, known as the "eco-digital era," enables companies to streamline operations, lower costs, and capture new market opportunities, reinforcing profitability while supporting societal (Norestu et al., 2024). In this shifting landscape, sustainable marketing becomes instrumental in positioning companies not only as market leaders but as ethical entities responsive to global challenges, thus maximizing both economic and social capital (Iskandar et al., 2024).

Implementing a sustainable marketing strategy is key to aligning brand values with environmental and societal goals, resonating well with today's eco-conscious consumers. This strategy goes beyond traditional marketing by embedding principles of

transparency, accountability, and the triple bottom line—considering social, economic, and environmental impacts—into every aspect of product development and promotion (Ahmed et al., 2021). Studies suggest that over 80% of consumers now prioritize sustainability in their purchasing decisions, pushing brands to adapt with authentic eco-friendly (Ansori et al., 2024). Emphasizing ethical practices not only attracts a loyal customer base but also strengthens a brand's competitive edge, demonstrating the significant role sustainable marketing plays in modern business success.

Corporate image, as influenced by sustainable marketing strategies, plays a critical role in shaping public perception and fostering brand loyalty. By integrating sustainability into core values and visibly supporting environmental initiatives, companies build a reputation of trust and ethical responsibility, which resonates strongly with modern consumers. Recent findings show that consumers not only prefer brands with clear sustainability commitments but are also willing to shift brand loyalty based on perceived environmental impact (Suryahanjaya et al., 2024). This strategic alignment between brand image and sustainability has shown to enhance market positioning, increasing long-term profitability and consumer loyalty by establishing brands as responsible and forward-thinking entities.

Customer satisfaction plays a crucial role in sustainable marketing, as today's consumers are increasingly keen on brands that demonstrate genuine environmental and ethical commitment. Deloitte's ConsumerSignals survey shows that 46% of consumers across 23 countries purchased at least one sustainable product recently, reflecting a shift from niche to mainstream demand.

This trend suggests that consumer expectations around sustainability have matured, with many willing to pay an average of 27% more for products that align with their environmental and ethical values. Moreover, satisfaction with sustainable products doesn't stem only from environmental impact but also includes social aspects, such as fair labor practices and resource conservation, which build loyalty and encourage repeat purchases (Putri, & Wahyuni 2024). Consequently, companies integrating authentic sustainability practices not only meet customer expectations but also enhance long-term brand loyalty, showcasing the strategic importance of sustainable marketing for customer satisfaction.

In examining The Body Shop Pekanbaru's approach to sustainable marketing, key variables such as customer satisfaction, corporate image, and profitability reveal how deeply embedded sustainability can drive brand success. By prioritizing ethical sourcing and environmental activism, The Body Shop enhances customer satisfaction by aligning its practices with the values of increasingly eco-conscious consumers, who value sustainable and fair-trade products (Gde Indra Bhaskara, and Nararya Narottama 2024). Moreover, The Body Shop's reputation as a sustainability pioneer solidifies its corporate image, appealing to consumers who expect transparency and ethical commitments. This alignment has been shown to significantly impact brand loyalty, with studies noting that consumers are willing to pay a premium for brands that consistently deliver on these values (Deloitte, 2024). In the cosmetics sector, The Body Shop's focus on green marketing differentiates it from competitors, allowing it to maintain a positive brand perception and meet

modern consumer demands, despite market challenges.

The current landscape of sustainable marketing in The Body Shop Pekanbaru reflects a global shift toward eco-conscious consumer behavior and ethical business practices. Data shows that sustainability is a significant factor for consumers, with 71% prioritizing cruelty-free and environmentally friendly products, aligning well with The Body Shop's commitment to sustainable trade and ethical sourcing (Rahman et al., 2024). Specifically, The Body Shop's "Community Fair Trade" program, active in 19 countries, supported over 10,000 individuals in 2022 alone through sustainable employment initiatives. Additionally, consumer surveys indicate that about 83% of customers prefer brands with strong social responsibility, contributing to The Body Shop's appeal, especially among ethically driven consumers (Fakhrian et al., 2024). The company's focus on integrating digital strategies, such as personalized CRM marketing and omnichannel experiences, has also led to a 13% increase in average order value, showing that combining sustainability with customer-centric approaches can enhance consumer loyalty and brand value (Margery & Wulandjani, 2024).

Table 1. Current Data Overview on The Body Shop's Sustainable Impact

Metric	Value	Year
Percentage of consumers prioritizing sustainability	71%	2022
Community Fair Trade program beneficiaries	Over 10,000 individuals	2022
Increase in average order value through omnichannel	13%	2024
Consumer preference for brands with social responsibility	83%	2024

The objective of this research is to explore the impact of sustainable

marketing practices on customer satisfaction, corporate image, and profitability within The Body Shop Pekanbaru. By examining the effectiveness of eco-friendly initiatives, ethical sourcing, and fair trade policies, this study aims to analyze how these elements contribute to consumer loyalty and brand reputation, aligning with current consumer trends that increasingly value sustainability. Specifically, the study will assess how The Body Shop's unique strategies, such as its "Community Fair Trade" program and commitment to ethical standards, influence customer perceptions and purchase intentions. This research aims to provide actionable insights into how sustainable practices can enhance both social impact and business growth, setting a model for similar retail brands seeking to balance profit with environmental and social responsibility.

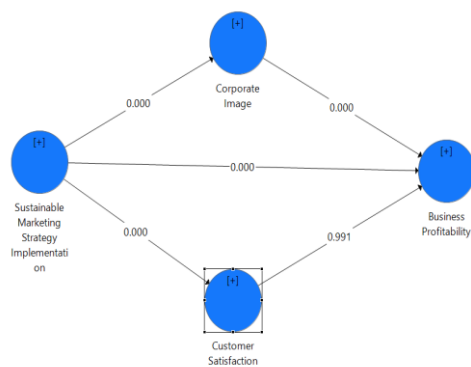
RESEARCH METHODS

The methodology for this research employs a quantitative design utilizing random sampling techniques, focusing on 250 consumers of The Body Shop in Pekanbaru. This approach aims to ensure that every individual in the target population has an equal chance of selection, thereby enhancing the reliability and validity of the findings (Barinta et al., 2024). The study investigates the relationship between sustainable marketing strategies (independent variable) and business profitability (dependent variable), while also considering the intervening effects of corporate image and customer satisfaction. Data analysis will be conducted using SmartPLS, a statistical tool designed for structural equation modeling, which will help in understanding the direct and indirect impacts of the variables involved (Malik & Kholmi, 2024). By capturing

comprehensive insights from a diverse consumer base, the research seeks to establish a clear link between sustainability efforts and their influence on profitability and customer perceptions in the context of The Body Shop's operations (Siahaan et al., 2024).

RESULTS AND DISCUSSIONS

The Body Shop is a pioneering global beauty brand recognized for its dedication to ethical sourcing and sustainability. Founded in 1976 by Anita Roddick, the company emphasizes social responsibility and environmental consciousness in its business practices, promoting products that are cruelty-free and leverage community trade to support local producers (Nopriyanto, 2024). The accompanying image illustrates the interrelationships among sustainable marketing strategy implementation, corporate image, customer satisfaction, and business profitability. It demonstrates that effective implementation of sustainable marketing strategies enhances the corporate image, which positively influences business profitability while also indicating that customer satisfaction has a negligible direct impact on profitability in this context (Wayah et al., 2024). This suggests that The Body Shop must focus on effectively communicating its sustainable practices to maximize brand loyalty and financial success. Overall, the image encapsulates the complex interplay between these factors, highlighting the strategic importance of sustainability in shaping The Body Shop's market position and future growth (Lumbanraja, 2024).

**Picture 2. Structural Model**

The results of the analysis reveal significant insights into the relationship between corporate image, customer satisfaction, sustainable marketing strategy implementation, and business profitability at The Body Shop. The data shows a strong positive correlation between corporate image and business profitability, with a T-statistic of 5.496 and a p-value of 0.000. This indicates that an enhanced corporate image, driven by sustainable practices and ethical branding, effectively contributes to the overall profitability of the business. This finding aligns with recent studies that suggest brands with strong ethical values and a commitment to sustainability tend to perform better financially, as consumers are increasingly inclined to support socially responsible companies (Fany et al., 2024).

Table 2. Path Analysis (Direct Effects)

Description	Original Sample	P Values	Notes
Corporate Image -> Business Profitability	0,551	0,000	Accepted
Customer Satisfaction -> Business Profitability	-0,001	0,991	Rejected
Sustainable Marketing Strategy Implementation -> Business Profitability	0,404	0,000	Accepted
Sustainable Marketing Strategy Implementation -> Corporate Image	0,699	0,000	Accepted

Sustainable Marketing Strategy Implementation -> Customer Satisfaction	0,766	0,000	Accepted
--	-------	-------	----------

Conversely, the relationship between customer satisfaction and business profitability appears to be negligible, as evidenced by the T-statistic of 0.011 and a p-value of 0.991. This suggests that while customer satisfaction is generally considered vital for repeat business and brand loyalty, it does not have a statistically significant direct impact on profitability in this context. This finding resonates with some recent research, which highlights that customer satisfaction alone does not guarantee financial success, especially if the company's operational strategies do not align with customer expectations (Alfianto et al., 2024).

The strong positive impact of SMSI on business profitability is indicated by a T-statistic of 4.017 and a p-value of 0.000. This demonstrates that implementing sustainable marketing strategies significantly enhances profitability, supporting the notion that eco-friendly practices can lead to cost savings, operational efficiencies, and an improved brand image that attracts more customers. Research indicates that companies adopting sustainable practices not only appeal to environmentally conscious consumers but also benefit from reduced regulatory risks and improved operational efficiencies (Setianingsih, 2024).

Moreover, SMSI is found to have a robust positive correlation with both corporate image and customer satisfaction, with T-statistics of 9.730 and 14.555, respectively, and p-values of 0.000. This reinforces the idea that a well-implemented sustainable marketing strategy can enhance both the perceived value of the brand and customer satisfaction levels. As consumers become more aware of sustainability

issues, their expectations for brands to act responsibly grow, leading to stronger brand loyalty and an improved corporate image (Abdul Halim, 2024). This is critical for The Body Shop, as their identity is closely tied to sustainable practices, making this relationship essential for their long-term success

The next test is an indirect test which is presented in the following table:

Table 2. Path Analysis (Indirect Effects)

Description	Original Sample	P Values	Notes
Sustainable Marketing Strategy Implementation -> Corporate Image -> Business Profitability	0,385	0,000	Accepted
Sustainable Marketing Strategy Implementation -> Customer Satisfaction -> Business Profitability	-0,001	0,991	Rejected

The findings of this research highlight the critical role of digital competency development in mediating the relationship between innovative HR management strategies and employee performance. A significant path ($\beta = 0.496$, $p = 0.000$) confirms that HR initiatives emphasizing digital upskilling, continuous learning, and AI-based development foster higher employee productivity. These results align with previous studies, emphasizing that employees equipped with relevant digital skills can better adapt to technological advancements, contributing to sustainable performance and competitive advantage (Ballestar et al., 2021; Stiakakis, 2024). For PT. Borneo Bintang Pasifik, this suggests that focusing on skill-building initiatives as part of HR strategies can significantly enhance organizational outcomes, especially in a technology-driven business landscape (Newey, 2023).

In contrast, the non-significant path involving employee experience ($\beta = 0.020$, $p = 0.833$) indicates that satisfaction and engagement alone may not directly translate into higher performance. This suggests that while employee experience plays a role in motivation and retention, it must be complemented by robust competency development programs to achieve measurable performance improvements (Hernandez-de-Menendez et al., 2020; Biron et al., 2021). Thus, for organizations like PT. Borneo Bintang Pasifik, aligning HR strategies with both employee engagement efforts and targeted skill development initiatives is essential to optimize workforce performance and achieve long-term success.

CONCLUSION AND SUGGESTION

The results of this study conclude that innovative HR management strategies significantly influence employee performance at PT. Borneo Bintang Pasifik, particularly through the mediation of digital competency development. The strong relationship between digital skill-building and performance underscores the importance of aligning HR initiatives with continuous learning and technology-driven practices to enhance workforce adaptability and productivity (Stiakakis, 2024; Ballestar et al., 2021). However, the study also reveals that employee experience alone does not have a meaningful impact on performance, suggesting that engagement and satisfaction need to be complemented with targeted skill development efforts (Hernandez-de-Menendez et al., 2020; Biron et al., 2021). These findings highlight the importance of balancing employee well-being with strategic investments in competency development to optimize performance outcomes and

achieve long-term business success (Newey, 2023).

REFERENCES

- Abdul Halim, D. A. (2024). Analisis Faktor Faktor Yang Mempengaruhi Kepuasan Pelanggan Bahan Bakar Minyak Pertalite. *Journal Geoekonomi*, 15(1), 191–201.
- Alfianto, A., Ilahi, A., & Alimuddin, F. (2024). Strategi Personal Selling Dan Citra Perusahaan : Penggerak Keputusan Menabung Modern. *Jurnal Kewirausahaan*, 10(4), 319–324.
- Ansori, A. D., Wiryawan, H., Ramadhani, F., Septian, M. D., Lentera, J., Ayu, P., Ansori, D., Wiryawan, H., Ramadhani, F., & Septian, D. (2024). Inovasi Strategi Pemasaran Bumbu Masak Machmudah Untuk UMKM Berkelanjutan. *Jurnal Lentera Pengabdian*, 02(02), 132–142.
- Ardiansyah, Nur Afifah, & Mustaruddin. (2024). Kajian Literatur: Pemetaan Lanskap Pemangku Kepentingan Untuk Membangun Autentisitas Dan Kepercayaan Konsumen Dalam Pemasaran Berkelanjutan. *Jurnal Ekonomi STIEP*, 9(1), 1–15. <https://doi.org/10.54526/Jes.V9i1.272>
- Athiyyah, A., Fauzi, A., Astungkara, A. A. G. S., & Nugraha, R. (2024). Analisis Pengaruh Kualitas Pelayanan Terhadap Komitmen Organisasi Di PT . Bank Rakyat Indonesia (Persero) TBK Unit Ringroad Balikpapan. *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 5(4), 776–786.
- Barinta, D. D., Lestari, Y. D., & Kharisma, A. P. (2024). Optimalisasi Kualitas Layanan Transportasi Publik : Pendekatan Model P-Transqual Dalam Mengevaluasi Kinerja Di PO . Moedah (Optimization Of Public Transportation Service Quality : P-Transqual Model Approach In Evaluating Performance At Po . Moedah). *Studi Ilmu Manajemen Dan Organisasi (SIMO)*, 5(2), 347–356.
- Fakhrian, D. H., Pamulang, U., & Banten, T. S. (2024). Pengaruh Media Exposure , Profitabilitas Terhadap Corporate Sosial. *Jurnal Ilmiah Multidisiplin Ilmu*, 1(4), 53–64.
- Fany, D., Putro, J., & Satriyawan, H. (2024). Implementasi Metode CRM (Customer Relationship Management) Pada Sistem Informasi Website Nadu Screen Printing. *Jurnal Ilmiah Universitas Batanghari Jambi*, 24(3), 2476–2482. <https://doi.org/10.33087/Jiubj.V24i3.5502>
- Iskandar, I., Nasution, L. N., Nasution, D. P., & Khoir, R. (2024). Analisis Peningkatan Pemasaran Online Pariwisata Berkelanjutan Menggunakan Google My Business (GMB) Studi Kasus UMKM Di Kelurahan Kampung Baru Kota Medan. *Senashtek ...*, 371–375. <https://journals.stimsukmamedan.ac.id/index.php/senashtek2/article/view/691%0Ahttps://journals.stimsukmamedan.ac.id/index.php/senashtek2/article/download/691/475>
- Lumbanraja, A. F. K. S. (2024). Perbandingan Analisis Kinerja Karyawan Dengan Menerapkan Service Quality Untuk Mengukur Tingkat Pelayanan Terhadap Kepuasan Customer Dalam Upaya Meningkatkan Komunikasi. *Stratēgo: Jurnal Manajemen Modern*, 6(3), 332–344.

- Lystiawan, , Roma Doni Yunanto, A. J., & Riyanto, K. B. (2024). Analisis Kepuasan Konsumen : Perspektif Perceived Value Dan Loyalitas Di Swalayan Putra Baru 15 , Jalan Ahmad Yani No . 45 , Kota Metro , Lampung. *Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi (Jebma)*, 45, 843–855.
- Malik, N., & Kholmi, M. (2024). Strategi Corporate Social Responsibility Untuk Transformasi Bisnis Dalam Membangun Masa Depan Yang Berkelanjutan. *JUBID : Jurnal Bisnis Inovatif Dan Digital*, 3.
- Margery, E., & Wulandjani, H. (2024). Analisis Bibliometrik Personalisasi Dalam Implementasi Pemasaran Berkelanjutan. *Jurnal Multidisiplin West Science*, 3(03), 287–295.
<https://doi.org/10.58812/Jmws.V3i03.1052>
- Nopriyanto, A. (2024). Analisis Pengaruh Corporate Social Responsibility (Csr) Terhadap Nilai Perusahaan. *Komitmen: Jurnal Ilmiah Manajemen*, 5(2), 1–12.
<https://doi.org/10.15575/Jim.V5i2.37655>
- Norestu, A. Z., Ilmi, M. N., Damaling, H. O., N, R. H., & Ikaningtyas, M. (2024). Efektivitas Strategi Pemasaran Untuk Mendorong Pertumbuhan Bisnis Yang Berkelanjutan. *Neraca Manajemen Ekonomi*, 4(9).
<https://ejournal.warunayama.org/index.php/musytarineraca/article/view/2742%0Ahttps://ejournal.warunayama.org/index.php/musytarineraca/article/download/2742/2582>
- Novanty, A. H., Azzahra, S., & Karunia. (2024). Strategi Pemasaran Berkelanjutan Dalam Meningkatkan Kinerja Keuangan Usaha Mikro Kecil Dan Menengah Di Sekitar Universitas Negeri Semarang. *Jurnal Implementasi*, 4(1), 30–32.
- Prasetyo, Y. (2024). Moderasi Leverage Dan Profitability Terhadap Dampak Corporate Social Responsibility (CSR) Pada Nilai Perusahaan. *Owner: Riset & Jurnal Akuntansi*, 8, 4757–4766.
- Putri, T. E., Oktoberza, W., & Wahyuni, A. S. (2024). Optimasi Pemasaran Produk UMKM Melalui Pelatihan Fotografi Dan Media Sosial Di Desa Sawah Lebar Baru Untuk Tujuan Pembangunan Berkelanjutan. *Jurnal Abdimas BSI: Jurnal Pengabdian Kepada Masyarakat*, 7(1), 115–123.
<https://doi.org/10.31294/jabdimas.V7i1.19922>
- Rachmawan, A., Supriyatna, W., & Abdurrohman, D. (2024). Pelatihan Praktis Pemasaran Online Untuk Pertumbuhan Bisnis Yang Berkelanjutan Di Desa Cicalengka Kabupaten Tangerang. *Amanah Mengabdi*, 1(1).
<https://jurnalamanah.com/index.php/amanahmengabdi/article/view/52>
- Rahman, W., Azizah, J., Asir, M., & Wijayanto, G. (2024). Eksplorasi Strategi Pemasaran Media Sosial Yang Sukses Dalam Meningkatkan Interaksi Merek Dengan Konsumen Di Era Digital. *Management Studies And Entrepreneurship Journal*, 5(1), 355–363.
<http://journal.yrpiiku.com/index.php/msej>
- Setianingsih, R. S. (2024). Evaluasi Kinerja Organisasi Perusahaan Hospitality Menggunakan Pendekatan Balance Scorecard. *INNOVATIVE: Journal Of Social Science Research*, 4, 7206–7222.

- Siahaan, T., Terminanto, A. A., Haryanti, E., Harini, H., & Hikmah, D. (2024). Peran Kepemimpinan Perempuan Dalam Meningkatkan Keberagaman Dan Inklusivitas Di Perusahaan Asuransi. *Indo-Fintech Intellectuals: Journal Of Economics And Business*, 4(5), 1–12.
- Sokeh, M. (2024). Pengaruh Kualitas Layanan Terhadap Loyalitas Dengan Kepuasan Nasabah Sebagai Variabel Mediasi (Studi Pada PT . Bank Jatim Cabang Kota Batu). *Jurnal Manajemen Dan Ekonomi Kreatif*, 2(4).
- Suryahanjaya, B., Ayodha, B., Putra, K., Christephen, D., & Nugroho, A. (2024). Inovasi Strategi Bisnis Dalam Menghadapi Pola Konsumsi Dan Produk F&B Yang Berkelanjutan. *Prosiding SENAM 2024*, 4, 38–48.
- Wayah, B., Asmaraka, R., & Khoir, A. (2024). Analisis Pengukuran Kinerja Karyawan Dengan Menggunakan Metode Balance Scorecard Pada Cv Mitra Rajaya Jakarta Selatan. *Neraca Manajemen, Ekonomi*, 4(5), 17–31.
- Wiguna, K. S., & Kuswati, R. (2024). SEIKO : Journal Of Management & Business Pengaruh Penciptaan Nilai Pada Kepuasan Pelanggan Yang Di Mediasi Oleh Ekuitas Merek (Studi Brand Fashion H & M Solo Grand Mall). *SEIKO : Journal Of Management & Business*, 7(2), 68–87.