

Constructing Brand Image and Product Quality in the Tea Industry: A Strategy to Increase Customer Loyalty through Customer Satisfaction

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ABSTRACT

The food and beverage industry, including Teh Botol Sosro products in Bojonegoro, contributes to greenhouse gas emissions, making it important to improve tea leaf quality through bioactivity and plant conservation. This study aims to prove that Teh Botol Sosro's brand image and product quality significantly influence customer satisfaction and loyalty. Using a quantitative design and SMARTPLS with 100 respondents, the results show that brand image (X1) has a direct effect of 33.40% on customer satisfaction (Z), while product quality (X2) has a direct effect of 46.50%. Customer satisfaction (Z) itself has the greatest impact on customer loyalty (Y) at 80.10%. Brand image and product quality also have an indirect effect on customer loyalty through satisfaction, with path coefficients ranging from 26.8% to 37.3%. In conclusion, PT Sinar Sosro should strengthen brand image and product quality to enhance customer loyalty through customer satisfaction.

1. INTRODUCTION

The food and beverage industry contributes to greenhouse gas emissions with 350,000 sources of evidence and 701 carbon footprint studies that require effective decarbonization (Sovacool *et al.*, 2021). In the 21st century, the hallmark beverage is tea, which has three microbial aspects (total bacteria, mold, coliform, and fungi) as consumption safety parameters, highlighting the relationship between humans and tea plants in England and Sri Lanka (Karlsson, 2022; Karunaratne *et al.*, 2024). Specifically, one of the tea preparations offers a unique taste (bitterness/astringency) to consumers, where blanching techniques in sensory profiles and metabolism techniques function to improve the quality and standards of tea (He *et al.*, 2023; Zhang *et al.*, 2024). The tea beverage production process, apart from these techniques, also needs to be reviewed in terms of bioactivity and phenolics, which were first reviewed in 2008 and re-reviewed in 2019 (Joubert *et al.*, 2019).

Problems in the brand image of tea products, such as Teh Botol Sosro, may arise from several aspects such as quality and consumption safety. For example, if the tea product does not meet microbiological safety standards (related to total bacteria, mold, coliform, and fungi), it can damage consumer trust and lower the brand image. Furthermore, if the production process does not prioritize bioactivity and phenolic content, which should provide health benefits, or if the tea product fails to offer a consistent and distinctive taste (such as bitterness/astringency), this can also negatively impact consumers' perception of product quality and overall brand image (Alfian Pradana *et al.*, 2020; Chowdhury *et al.*, 2021; Komari *et al.*, 2019; Pradana *et al.*, 2022).

The decline in the Top Brand Index (TBI) of Teh Botol Sosro indicates the need for effective strategies to maintain customer loyalty and counter competitors like Teh Pucuk Harum. The credible Top Brand survey serves as a reference

to determine Teh Botol Sosro's position in the market (Figure 1). Sosro, the pioneer of ready-to-drink tea with its iconic brand, has great potential to regain the top position. The 2015 Top Brand Index data shows Sosro's potential with a percentage of 47.80%. The key strategy to achieve this is to strengthen customer commitment to repurchase and counter the dominance of Teh Pucuk Harum. Sosro slipped from the top of the Top Brand Index for tea in 2018. Intense competition with Teh Pucuk Harum (previously the lowest) indicates a decline in customer loyalty. The percentage continued to decrease, losing the top position in 2018. The decline in loyalty has impacted the company's losses. A strategy to enhance loyalty is absolutely necessary. Increasing customer loyalty in Bojonegoro requires a strategy focused on strengthening brand image, improving product quality, and enhancing customer satisfaction. With the right strategy, Sosro Tea can maintain its position as the leading ready-to-drink tea brand in Bojonegoro. Customer loyalty is the key. Strong customer loyalty will drive repeat purchases and resilience against competitors' temptations. Maintaining customer loyalty is crucial for sustaining Teh Botol Sosro's position in the long term. Besides loyalty, brand image, product quality, and customer satisfaction are essential factors influencing customer loyalty to Sosro Tea in Bojonegoro. A strong brand image can increase the likelihood of repeat purchases and differentiate Sosro Tea from competitors. Sosro Tea's brand image as the pioneer of ready-to-drink tea and iconic brand can be a valuable asset. Good product quality, such as delicious taste, attractive packaging, and competitive pricing, can enhance customer satisfaction and encourage repeat purchases. High customer satisfaction will be created when Sosro Tea can meet customers' expectations and needs in Bojonegoro. This can increase loyalty and encourage customers to recommend Sosro Tea to others.

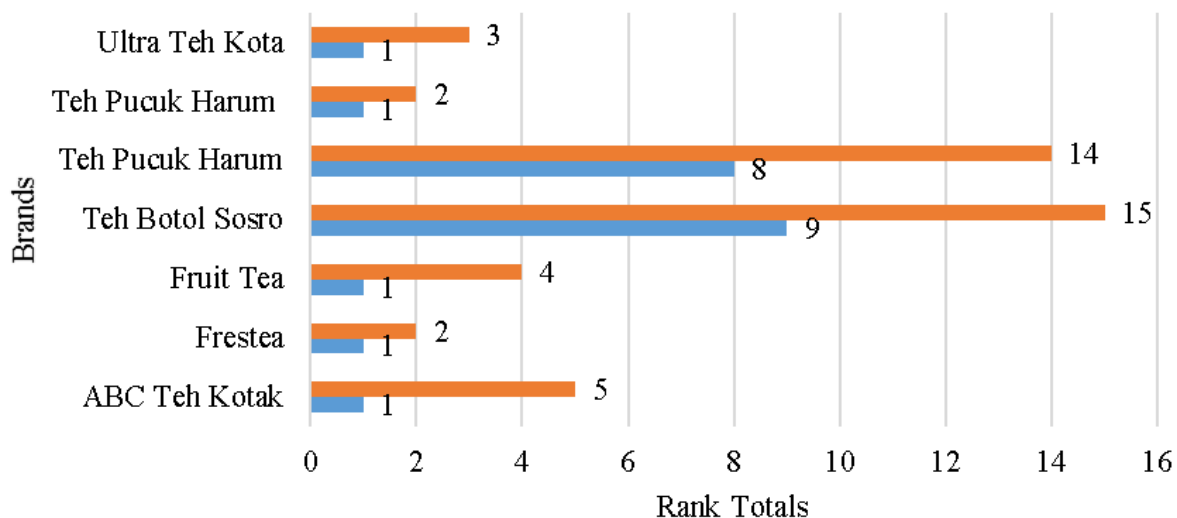


Figure 1. Count of Top Brand Index (TBI) by brand (Source: www.topbrand-award.com)

Findings Joubert *et al.* (2019) from the 20-year brand image study on honeybush tea highlight the importance of content, quality, and benefit research to enhance customer satisfaction and loyalty. This study opens opportunities for exploring added value in local honeybush tea products (increasing by 2.68 times). Findings Wijayanto & Iriani (2023) suggest that the brand image of beverage products has a positive and significant effect on customer loyalty, both partially and simultaneously. Studies Gazi *et al.* (2024) indicate that company brand image strengthens the relationship between customer satisfaction (t -value 5.586 > 1.96) and customer loyalty (t -value 5.572 > 1.96). Studies Abosag *et al.* (2020) reveal that customers prefer brands that align with their self-image. Studies Qomariyah & Dwiridotjahjono (2024) show that product quality (directly and indirectly through satisfaction) positively affects loyalty. However, brand image, whether directly or indirectly through customer satisfaction, does not significantly influence loyalty. Findings Noviasari (2023) indicate that brand image and service quality significantly affect customer satisfaction (7.781 > 1.96). Findings Kato (2021) suggest that product is the most crucial factor, particularly the emotional value of

design and ease of use (more important than basic function). Compared to specific expertise, sales friendliness is more effective in increasing loyalty (RMS 0.060 and 0.056). Findings [Sari \(2023\)](#), show that the brand image of consumer products in East Jakarta positively affects customer loyalty ($5.168 > 1.96$). The quality of consumer products in East Jakarta positively affects customer loyalty ($3.172 > 1.96$). Findings [\(Gazi et al., 2024; Karlsson, 2022\)](#) suggest that company brand image strengthens the relationship between customer satisfaction and customer loyalty ($5.586 > 1.96$; $5.572 > 1.96$). Findings [\(Dewi et al., 2024\)](#) indicate that food business actors (SMEs) need to improve their performance for long-term success. This includes building a good brand image and product quality to enhance customer satisfaction and loyalty.

Recent findings show that, in this quarter, loyalty was not found to be influenced and mediated by customer satisfaction. Unlike previous research, this study uses perceived consumer value to understand loyalty to consumer products. The findings suggest that consumer value does not directly increase loyalty but rather through increased customer satisfaction. This study contributes new insights into understanding consumer preferences in Indonesia, particularly Bojonegoro, and offers a new approach to understanding loyalty to Teh Botol Sosro products.

By strengthening the brand image through attractive advertising and promotional strategies, as well as improving product quality through selected raw materials and strict quality control, PT Sinar Sosro can win over customers' hearts. Moreover, excellent customer service, such as promptly and accurately handling complaints and offering attractive loyalty programs, will pamper customers and make them fall in love with Teh Botol Sosro. For consumers, this research serves as a smart guide in selecting quality bottled tea products. By considering brand image and product quality, consumers can enjoy bottled tea that is not only delicious but also satisfying. These findings act as a compass guiding consumers towards Teh Botol Sosro, the right choice to accompany their special moments.

This research not only contributes to the general marketing science but also specifically enriches the understanding of factors driving sustainable customer loyalty in the bottled tea industry in Indonesia. The findings of this research show that brand image and product quality, two crucial elements in marketing strategy, have a positive and significant impact on customer satisfaction and loyalty to Teh Botol Sosro in Bojonegoro. This reinforces existing theories about the vital role of brand image and product quality in building customer loyalty. More interestingly, this research reveals the mediating role of customer satisfaction in the relationship between brand image, product quality, and customer loyalty. It suggests that customer satisfaction is not only a consequence of good brand image and product quality but also acts as a mediator that strengthens the influence of both on customer loyalty. These findings offer new insights into how to build sustainable customer loyalty. Companies need to focus not only on building brand image and improving product quality but also on creating satisfying customer experiences and building strong relationships with customers. This research paves the way for further studies to explore other factors influencing sustainable customer loyalty in different contexts, such as industry, culture, and consumer behavior.

2. METHODS

2.1. Research Design and Location

This study employs perceived consumer value as a benchmark to understand loyalty towards consumer products, differing from previous research that focused on factors such as price and quality. The constructs are built using 3 to 5 indicators for brand image, product quality, customer satisfaction, and customer loyalty, based on instruments from previous studies [\(Lusianto et al., 2024; Panjaitan, 2018; Qomariyah & Dwiridotjahjono, 2024; Saleem et al., 2015\)](#). This research aims to demonstrate that perceived consumer value does not directly increase repurchase intent (loyalty) but does so indirectly by enhancing customer satisfaction. The findings are crucial for understanding how perceived consumer value translates into loyalty within the context of Bojonegoro, Indonesia, offering new insights into consumer preferences for organic foods in a different context. This study provides a novel approach to understanding loyalty towards Teh Botol Sosro, focusing on perceived consumer value and its role in enhancing customer satisfaction. The findings make a significant contribution to understanding consumer preferences in developing countries. The mediator construct of perceived consumer value does not directly increase repurchase intent (loyalty); instead, customer satisfaction acts as a mediator, linking perceived consumer value with loyalty. The study sample size comprises 100 customers in the Bojonegoro region, Indonesia.

This research utilizes a quantitative approach with survey methods (Sugianto & Ardhanari, 2021). Data was collected through a validated and reliable questionnaire distributed to respondents in Bojonegoro using cluster sampling techniques (Dash & Paul, 2021). The sample size was calculated to ensure population representation. Data analysis was conducted using Structural Equation Modeling (SEM) with SmartPLS software. This technique allows for testing research hypotheses and measuring the impact of independent variables (brand image and product quality) on dependent variables (customer satisfaction and customer loyalty).

2.2. Population and Sampling

The population for this study includes residents of Bojonegoro Regency, selected using accidental sampling with a non-probability sampling technique. Inclusion criteria required consumers to have purchased Teh Botol Sosro at least twice and be at least 17 years old, with Bojonegoro residency verified by an identity card. The sample size was determined using the Lemeshow (1997) formula since the population size is unknown. The Lemeshow formula is as follows:

$$n = \frac{z^2 \times p(1-p)}{d^2} \quad (1)$$

where n is sample size, z is standard value = 1.96, p is maximum estimate = 50% = 0.5, d = alpha (0.10) or sampling error = 10%. The smallest sample size is 96.04, rounded up to 100 respondents for the study (Sugiyono, 2019).

2.3. Research Instrument

This study uses primary data, with the first data collection being observations made at 1 Superindo, 1 village cooperative, 1 supermarket in Bojonegoro, 1 restaurant, and 1 convenience store. The observed product was all types and variants of Teh Botol Sosro. The second data collection involved interviews with respondents to explore their loyalty basis, brand image recall, and perceptions of Teh Botol Sosro's product quality. These interviews formed the basis for developing questionnaire items for constructs such as loyalty, satisfaction, brand image, and product quality. The third data collection involved administering the questionnaire to respondents meeting the inclusion criteria and subsequently tabulating the data for statistical analysis.

2.4. Operational Constructs

Operational constructs involve translating abstract concepts into measurable variables (Sugiyono, 2019). In this research, operational constructs aim to identify how theoretical or abstract concepts such as "brand image," "product quality," "customer satisfaction," and "customer loyalty" can be measured and analyzed with real-world data (Table 1).

2.5. Data Analysis Technique

This study uses Structural Equation Modeling (SEM) with SmartPLS software to analyze the impact of brand image (X1) and product quality (X2) on customer satisfaction (Y1) and customer loyalty (Y2) in Bojonegoro Regency (Ong *et al.*, 2023; A. Rohman *et al.*, 2023). To calculate AVE, first, the loading factor for each indicator against the latent variable is computed. Then, each loading factor is squared, and the results are summed. Finally, the sum is divided by the total number of indicators used. The mathematical formula is:

$$AVE = \frac{\sum \text{loading factor}^2}{\text{number of indicators}} \quad (2)$$

An AVE value of ≥ 0.5 is recommended, indicating that more than 50% of the variance in the indicators can be explained by the latent variable being measured (Table 2). Effect sizes from the construct matrix are also calculated to measure the magnitude of the influence of independent variables on dependent variables. The analysis results are expected to provide valid and accurate findings and conclusions about the impact of brand image and product quality on customer satisfaction and loyalty toward Teh Botol Sosro in Bojonegoro Regency.

Table 1. Operational Constructs

No	Construct	Indicator	Question Item	Source
1	Brand Image (X1)	The brand is the best (X1.1) Product reputation (X1.2) Ease of brand recognition (X1.3) Ease of recalling the logo or symbol (X1.4) Trust in the brand (X1.5)	1.Perception of Teh Botol Sosro as the best brand 2.Teh Botol Sosro's reputation 3.Brand recognition 4.Brand recall 5.Brand trust	Item 1 – 3: (Achmad <i>et al.</i> , 2021; Qomariyah & Dwiridotjahjono, 2024; Susila, 2023). Item 4- 5: (Ananda & Batu, 2023; Yulistria <i>et al.</i> , 2023).
2	Product Quality (X2)	Product taste (X2.1) Safe for consumption (X2.2) Product packaging (X2.3) Product conformity (X2.4)	1.Teh Botol Sosro's taste is number one 2.Quality and safety for consumption 3.Safe packaging 4. Conformity with advertisement	Item 1-2: (Joubert <i>et al.</i> , 2019; Putera & Wahyono, 2018; Zain & Saidu, 2016). Item 3-4: (Lusianto <i>et al.</i> , 2024; A. Rohman <i>et al.</i> , 2023).
3	Customer Satisfaction (Z)	Product meets consumer expectations (Z1.1) Satisfaction after purchase (Z1.2) Buying the product is the right choice (Z1.3) Enjoyment after consuming the product (Z1.4)	1. Teh Botol Sosro meets expectations 2. Post-purchase satisfaction 3. Teh Botol Sosro is the right choice 4. Enjoyment level after consuming Teh Botol Sosro	Item 1-2: (Bruckberger <i>et al.</i> , 2023; Bukhari <i>et al.</i> , 2023; Susila, 2023). Item 3-4: (Bagnulo <i>et al.</i> , 2024; Qomariyah & Dwiridotjahjono, 2024; Wang <i>et al.</i> , 2024).
4	Customer Loyalty (Y)	Repurchase (Y1.1) Recommendation (Y1.2) Willingness to spend more (Y1.3)	1. Future repurchase 2. Recommending to colleagues or others 3. Willingness to spend more on Teh Botol Sosro	(Jiménez-Barreto <i>et al.</i> , 2022; Panzone <i>et al.</i> , 2024; Qomariyah & Dwiridotjahjono, 2024; Riyadi <i>et al.</i> , 2024)

Table 2. Testing Steps

Testing Step	Criteria	Reference
1. Validity and Reliability Tests		
- Convergent Validity	> 0.500	(Kuswibowo <i>et al.</i> , 2020; Purwati <i>et al.</i> , 2020)
- Average Variance Extracted (AVE)	> 0.400	(Kuswibowo <i>et al.</i> , 2020; Purwati <i>et al.</i> , 2020)
- Discriminant Validity (Composite Reliability)	> 0.700	(Kuswibowo <i>et al.</i> , 2020; Purwati <i>et al.</i> , 2020)
2. Inner Model Testing (R ²)	> 0.450	(Hadining <i>et al.</i> , 2020; Musyaffi <i>et al.</i> , 2021; M. F. Rohman & Sopiah, 2021; Sunarwing, 2019)
- R-Square		
3. Hypothesis Testing (T-Value)	> 1.96	(Hadining <i>et al.</i> , 2020; Musyaffi <i>et al.</i> , 2021; M. F. Rohman & Sopiah, 2021; Sunarwing, 2019)

2.6. Hypothesis Model

Figure 2 illustrates the conceptual framework, a visual or diagrammatic representation that describes the relationships between the key concepts in a study. This framework serves as a map to help researchers understand how the variables in the study are interconnected and how they influence each other (Sugiyono, 2019). The conceptual framework also provides guidance in formulating hypotheses and data analysis. Hypothesis decisions are based on the conceptual framework of the study, with all relationships tested at a significance level of 1% (p-value < 0.01) for all examined relationships, with the following hypotheses (Sugiyono, 2019):

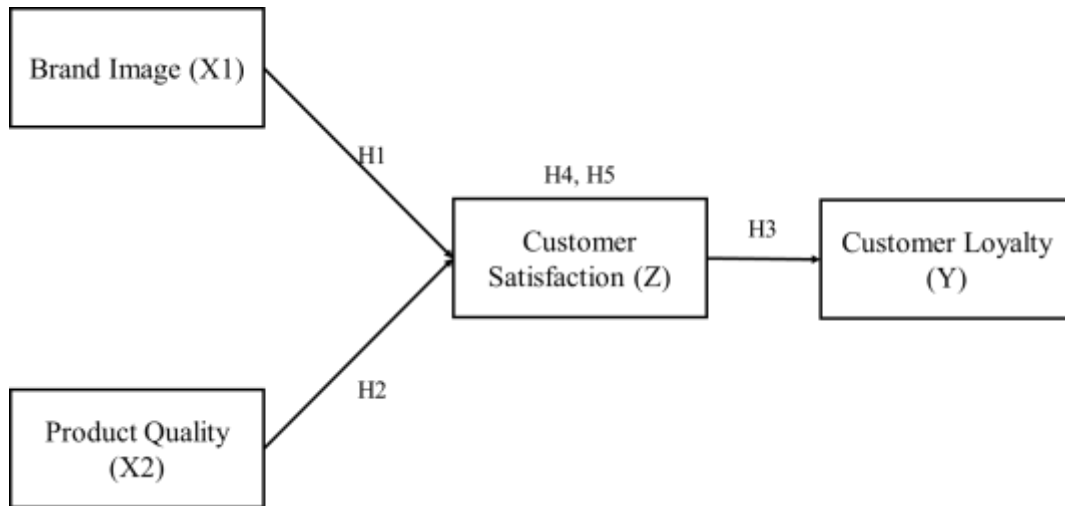


Figure 2. Conceptual Framework of the Study

- H1: The positive brand image of Teh Botol Sosro in Bojonegoro can enhance customers' perceptions and beliefs about the product, driving customer satisfaction as they feel they are getting value that meets their expectations.
- H2: The high quality of Teh Botol Sosro in Bojonegoro can provide a positive experience for customers and fulfill their needs, thus increasing customer satisfaction as they feel satisfied with the product.
- H3: Customer satisfaction with Teh Botol Sosro in Bojonegoro is a crucial factor in building loyalty. Satisfied customers are more likely to repurchase and recommend the product to others.
- H4: The positive brand image of Teh Botol Sosro in Bojonegoro can increase customer satisfaction, which in turn can boost customer loyalty. This indicates that brand image indirectly influences customer loyalty through customer satisfaction.
- H5: The high quality of Teh Botol Sosro in Bojonegoro can increase customer satisfaction, which in turn can boost customer loyalty. This indicates that product quality indirectly influences customer loyalty through customer satisfaction.

3. RESULTS AND DISCUSSION

a. Consumer Characteristics

Based on Figure 3, the demographic data indicates that the consumers of Teh Botol Sosro in Bojonegoro are predominantly male (45%) and within the productive age range (68% between 25.1 and 45 years old). This group forms the majority of Teh Botol Sosro's consumers, primarily entrepreneurs (71%). Other consumers include students (7%), farmers (8%), civil servants (1%), village officials (1%), and housewives (12%). These data suggest that Teh Botol Sosro is popular among men and economically active individuals in Bojonegoro. This can be a consideration for PT Sinar Sosro in designing more targeted marketing strategies to reach their target consumers more effectively (Figure 3).

This study uses descriptive analysis to describe the brand image, product quality, customer satisfaction, and customer loyalty of Teh Botol Sosro in Bojonegoro. As shown in Figure 4, the Brand Image has an average score indicating a good brand image (4.50), with the strongest indicators being product reputation (4.55) and trust in the brand (4.52). Product Quality, with an average score, indicates good product quality (4.47), with the strongest indicator being the product's conformity to consumer expectations (4.51). Customer Satisfaction, with an average score, indicates fairly good customer satisfaction (4.40), with the strongest indicator being the product's conformity to

consumer expectations (4.47). Customer Loyalty, with an average score, indicates fairly good customer loyalty (4.32), with the strongest indicator being recommendations (4.33). These findings provide an initial overview of the brand image, product quality, customer satisfaction, and customer loyalty of Teh Botol Sosro in Bojonegoro.

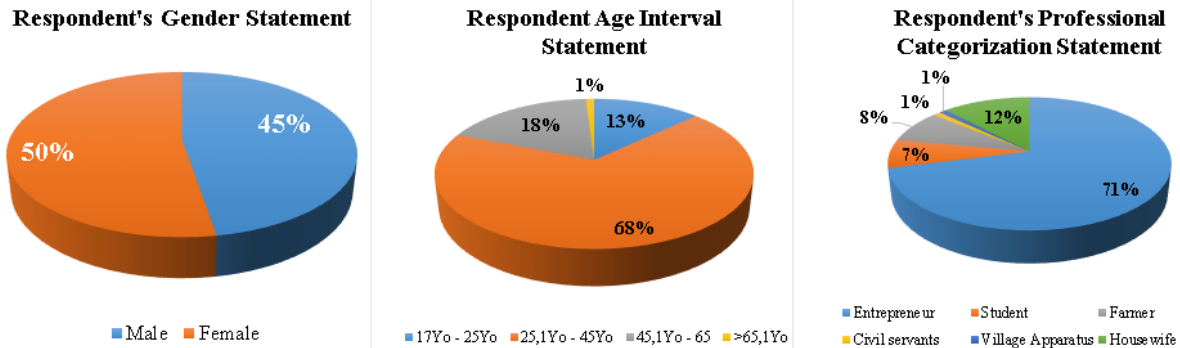


Figure 3. Characteristics of tea consumers

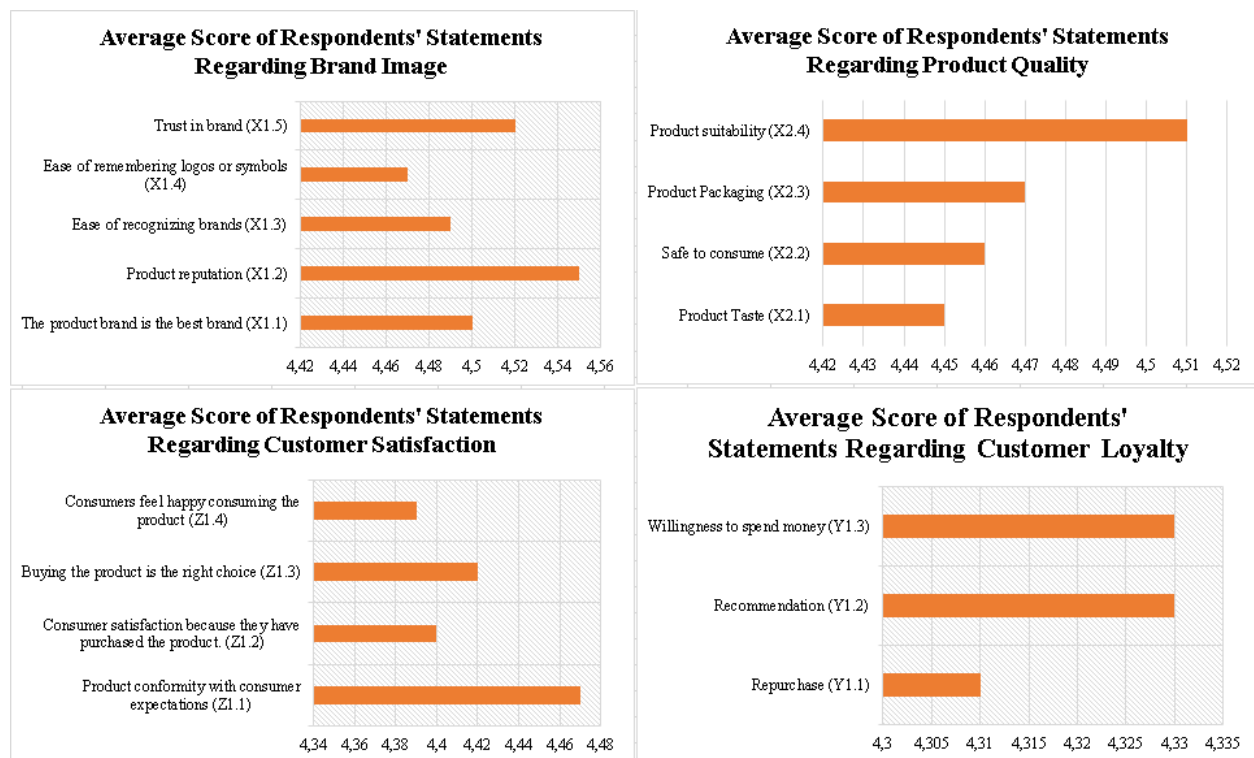


Figure 4. Average score of consumers' statements regarding research constructs

b. Outer Model

All indicators in this study meet the criteria for convergent validity, with a loading factor value > 0.7 and an AVE > 0.5 . As seen in Table 3, the Brand Image construct, with Ease of recognizing brands (X1.3), is the most influential (0.819), while the best brand (X1.1) is the lowest (0.711). Ease of recognizing brands helps consumers identify and

associate the product with their needs. Product Quality, with Product Packaging (X2.3), is the most influential (0.865), while product suitability (X2.4) is the lowest (0.782). The unique and environmentally friendly glass bottle packaging of Teh Botol Sosro is a distinct advantage. Customer Satisfaction, with buying the product is the right choice (Z1.3), is the most influential (0.891), while product conformity to consumer expectations (Z1.1) is the lowest (0.791). Teh Botol Sosro is seen as the right choice due to its brand image and product quality. Customer Loyalty, with Recommendation (Y1.2), is the most influential (0.930), while repurchase (Y1.1) is the lowest (0.881). Recommendations from others help consumers make purchasing decisions.

Table 3. Convergent Validity of Loading Factor and AVE Values

No	Variable	Indicator	Loading Factor	AVE
1	Brand Image (X1)	The product brand is the best brand (X1.1)	0.711	0.581
		Product reputation (X1.2)	0.739	
		Ease of recognizing brands (X1.3)	0.819	
		Ease of remembering logos or symbols (X1.4)	0.798	
		Trust in brand (X1.5)	0.739	
2	Product Quality (X2)	Product Taste (X2.1)	0.843	0.677
		Safe to consume (X2.2)	0.798	
		Product Packaging (X2.3)	0.865	
		Product suitability (X2.4)	0.782	
3	Customer Satisfaction (Z)	Product conformity with consumer expectations (Z1.1)	0.791	0.743
		Consumer satisfaction because they have purchased the product (Z1.2)	0.882	
		Buying the product is the right choice (Z1.3)	0.891	
		Consumers feel happy consuming the product (Z1.4)	0.881	
4	Customer Loyalty (Y)	Repurchase (Y1.1)	0.881	0.824
		Recommendation (Y1.2)	0.930	
		Willingness to spend money (Y1.3)	0.912	

The Internal Consistency Reliability test measures the reliability of the research instrument. This test uses Cronbach's Alpha and Composite Reliability values with a minimum requirement of 0.7 to indicate reliability. As shown in Figure 5, the research variables (Brand Image, Product Quality, Customer Satisfaction, and Customer Loyalty) have Cronbach's Alpha and Composite Reliability values above 0.7 (Figure 5).

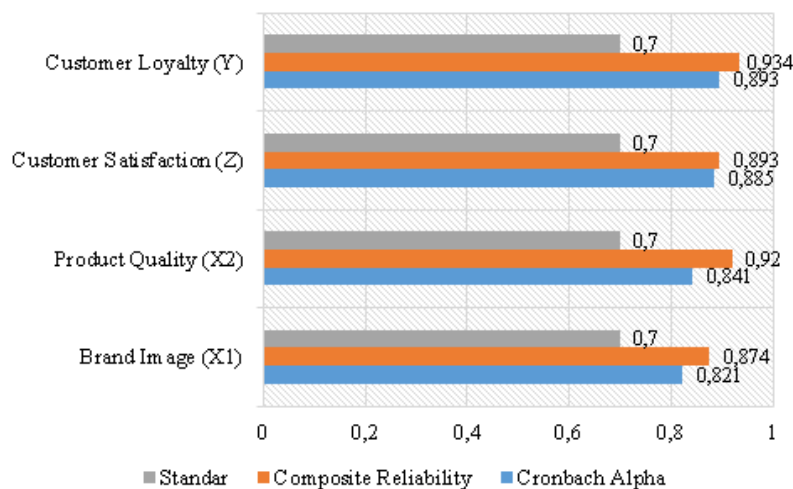


Figure 5. Internal consistency reliability tests

c. Inner Model

This study shows significant determination coefficients (R-Square) for both models in the Teh Botol Sosro study in Bojonegoro. The first model is the relationship between brand image (X1) and product quality (X2) with customer satisfaction (Z) with an R-Square of 0.522. This means that 52.2% of the variation in Teh Botol Sosro customer satisfaction in Bojonegoro can be explained by brand image and product quality. The second model is the relationship between customer satisfaction (Z) and customer loyalty (Y) with an R-Square of 0.642. This means that 64.2% of the variation in Teh Botol Sosro customer loyalty in Bojonegoro can be explained by customer satisfaction. The SRMR value of 0.097, which is less than 0.1, indicates that this research model fits well and that the explanatory variables used can predict the model's feasibility in the context of Teh Botol Sosro in Bojonegoro (Table 4).

Table 4. Inner Model Evaluation

Criteria	Model	Value
R-Square	Brand Image and Product Quality on Customer Loyalty	52.20%
	Customer Loyalty through Customer Satisfaction	64.20%
SRMR		0.97%

d. Final Hypothesis Modeling

Brand Image (X1) has a positive and significant effect on Customer Satisfaction (Z) with a path coefficient of 33.40% (p-value 0.001). Product Quality (X2) has a positive and significant effect on Customer Satisfaction (Z) with a path coefficient of 46.50% (p-value 0.000). Customer Satisfaction (Z) has a positive and significant effect on Customer Loyalty (Y) with a path coefficient of 80.10% (p-value 0.000). Brand image and product quality have a significant direct effect on customer satisfaction. This indicates that Teh Botol Sosro consumers in Bojonegoro who have a positive brand image and perceive good product quality are more satisfied with the product. Customer satisfaction has a very significant direct effect on customer loyalty. This means that consumers who are satisfied with Teh Botol Sosro are more likely to repurchase the product, recommend it to others, and become loyal customers (Figure 6 and Table 5).

Brand Image (X1) has an indirect effect on Customer Loyalty (Y) through Customer Satisfaction (Z) with a path coefficient of 26.8% (p-value 0.001). Product Quality (X2) has an indirect effect on Customer Loyalty (Y) through Customer Satisfaction (Z) with a path coefficient of 37.3% (p-value 0.000). Brand image and product quality also have a significant indirect effect on customer loyalty through customer satisfaction. This indicates that brand image and product quality not only directly affect customer loyalty but also through the mediation of customer satisfaction.

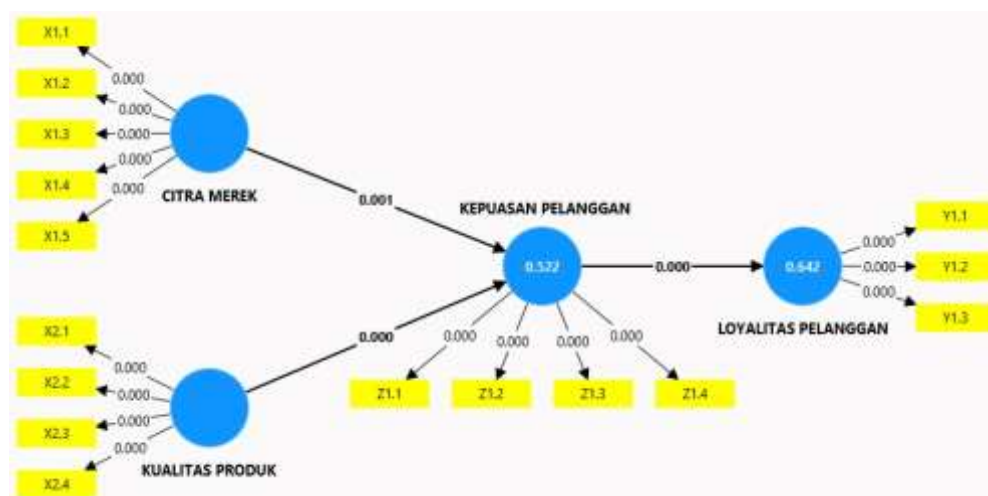


Figure 6. Final SEM-PLS model

Table 5. Final hypothesis modeling test

Criteria	Relationship	p-value	Path Coefficients	Decision
Direct Effect	Brand Image (X1) → Customer Satisfaction (Z)	0.001	33.40%	Alternative hypothesis accepted
	Product Quality (X2) → Customer Satisfaction (Z)	0.000	46.50%	Alternative hypothesis accepted
	Customer Satisfaction (Z) → Customer Loyalty (Y)	0.000	80.10%	Alternative hypothesis accepted
Indirect Effect	Brand Image (X1) → Customer Satisfaction (Z) → Customer Loyalty (Y)	0.001	26.8%	Alternative hypothesis accepted
	Product Quality (X2) → Customer Satisfaction (Z) → Customer Loyalty (Y)	0.000	37.3%	Alternative hypothesis accepted

4. DISCUSSION

4.1. Direct Impact

Statistical analysis shows that brand image (X1) has a significant impact on customer satisfaction (Z) in consuming Teh Botol Sosro in Bojonegoro Regency. This is evidenced by a p-value of 0.001, which is much smaller than the 1% error rate. In the study (Maulana, 2021), the brand image of Kenangan beverage products in Bojonegoro Regency did not positively affect consumer satisfaction. This is evidenced by an insignificant hypothesis value of -0.23. The three brand image indicators, namely strength of association, superiority of association, and uniqueness of association, were found to have no correlation with consumer satisfaction. Although Kenangan beverage products are well-known, have a unique logo, and a distinctive taste, these factors are not sufficient to increase consumer satisfaction in Bojonegoro.

On the other hand, the study Risnawati (2023) shows a strong positive influence between brand image, service quality, and price (X) on customer loyalty (Y) with a coefficient of 0.734. This is evidenced by an F statistic value (22.797) greater than the F table value (2.67). These findings support the study Susila (2023), where the T statistic for brand image (X1) (4.421) is greater than the T table value (1.982), and the p-value (0.000) is less than α (0.05), indicating a positive and significant influence of brand image (X1) on customer satisfaction (Y). The impact of brand image on customer satisfaction is measured through the path coefficient, which shows a value of 33.4%. This indicates that one-third of the increase in customer satisfaction can be attributed to an improvement in brand image. This underscores the importance for PT Sinar Sosro as the producer of Teh Botol Sosro to build a strong and positive brand image to enhance customer satisfaction. This study identifies several factors that drive the brand image of Teh Botol Sosro, including brand recognition that Sosro is known as the pioneer of the first packaged tea drink in Indonesia with various advantages and uniqueness associated with the product. This makes Teh Botol Sosro more recognized and remembered compared to other tea brands. Brand recognition ease: The indicator of ease in recognizing the brand (X1.3) has a higher influence or loading factor compared to other indicators forming the brand image, reaching 0.819.

Statistical analysis also shows that product quality (X2) has a significant impact on customer satisfaction (Z) in consuming Teh Botol Sosro in Bojonegoro Regency. This is evidenced by a p-value of 0.000 and a path coefficient of 0.465. In the study Manihuruk (2023), there is a positive and significant relationship between product quality and customer satisfaction. This is evidenced by a correlation coefficient (c.r.) value of 4.677, which is greater than the z table value at $\alpha = 5\%$ (1.96). This high c.r. value indicates that product quality has a strong influence on customer satisfaction. The higher the product quality, the higher the customer satisfaction. This study is further supported by Asma *et al.* (2020), which states that product quality (X2) has a positive and significant effect on customer satisfaction (Z) for tertiary needs products. This is shown by a path coefficient value of 0.356, a t-statistic value of 3.573, and a p-value of 0.000. The positive path coefficient indicates that there is a direct relationship between product quality and customer satisfaction. The higher the quality of tertiary needs products, the higher the customer satisfaction with those products. The t-statistic value, which is greater than 1.96, and the p-value, which is less than 0.05, indicate that the

influence of product quality on customer satisfaction is statistically significant. The strength of the hypothesis is reinforced by (Risnawati, 2023; Yulistria *et al.*, 2023), with a value of 6.302 and a significance of 0.000, as the six dimensions of product quality (performance, durability, conformity to specifications, features, reliability, aesthetics, quality impression) applied by a company in Depok have been proven to increase customer satisfaction with the product.

The magnitude of the impact of product quality on customer satisfaction is estimated to reach 46.5%. This figure indicates that almost half of the increase in customer satisfaction can be attributed to an improvement in product quality. This suggests that PT Sinar Sosro needs to enhance its product quality to meet the unlimited needs and desires of its customers. This study identifies several factors that drive the quality of Teh Botol Sosro, with the packaging indicator in the product quality variable estimated to have the greatest influence compared to other indicators, with a loading factor value of 0.865. The uniqueness of Teh Botol Sosro in terms of its glass bottle packaging is one of the factors driving product quality. Despite the fast-paced trend of tea packaging, PT Sinar Sosro has maintained its bottle packaging. The findings Ananda & Batu (2023) prove that product quality has a positive and significant impact on customer loyalty. This indicates that customers who are satisfied with product quality tend to repurchase and recommend it to others. Statistical analysis shows that customer loyalty (Y) is significantly influenced by customer satisfaction (Z) with an error rate of 1%, as evidenced by a p-value of 0.000.

These findings are in line with Asma *et al.* (2020); Risnawati (2023), showing a positive and significant relationship between Customer Satisfaction (Z) and Customer Loyalty (Y) for Vivo products. This is evidenced by the path coefficient value: 0.342 (indicating a positive effect), t-statistic value: 3.771 (greater than 1.96, indicating a significant effect), and p-value: 0.000 (less than 0.05, indicating a significant effect). It also supports the findings Kato (2021), where product safety and quality factors are considered important, but the study did not identify the reasons behind this attraction. Products may have high objective performance, but consumer perceptions of quality remain low. Thus, the contribution of loyalty through satisfaction supports the findings Cardoso *et al.* (2022), where loyal customers prioritize good service (Loyal_Service: 0.818) and being treated special (Loyal_Treat: 0.825) over other store aspects. Trust in the brand (Trust_Trust: 0.867 & Trust_Hon: 0.851) influences loyalty more than product quality (Trust_Quali: 0.716). Loyal customers tend to recommend (Brand_Recom: 0.839) and remain loyal (Brand_Loyal: 0.826) to the brand. Building brand trust is more important than merely increasing customer satisfaction to drive long-term loyalty.

4.2. Indirect Impact

This study reveals a significant indirect impact of brand image (X1) and product quality (X2) on customer loyalty (Y) through customer satisfaction (Z). This is evidenced by very low p-values, namely 0.001 for brand image and 0.000 for product quality, indicating an error rate of less than 1%. Brand image (X1) has an indirect impact of 26.8% on customer loyalty (Y) through customer satisfaction (Z). This means that a 1% increase in brand image can increase customer satisfaction by 0.268%, which in turn increases customer loyalty by 0.268%. Product quality (X2) has an indirect impact of 37.3% on customer loyalty (Y) through customer satisfaction (Z). This means that a 1% increase in product quality can increase customer satisfaction by 0.373%, which in turn increases customer loyalty by 0.373%. The study Zain & Saidu (2016) states that to increase customer loyalty, retail brands need to pay attention to customer satisfaction by improving product quality, offering competitive prices, running attractive promotions, and minimizing product risks.

The findings Kini *et al.* (2024) reveal that self-concept and brand communal focus do not directly impact loyalty. These factors instead influence loyalty through self-brand connection and customer engagement behavior. These findings support Bukhari *et al.* (2023), which suggest building brand trust and customer satisfaction to increase long-term loyalty. Understanding customer lifestyles is also important for tailoring marketing strategies. Moreover, A. Rohman *et al.* (2023) reveal that the perceived value of consumer products increases their loyalty. The perceived value of consumers consists of product benefits (functional), price (economic), emotions evoked, and social value. The results show that perceived consumer value indirectly increases the intention to repurchase (loyalty) through customer satisfaction. These findings contribute to understanding consumer preferences for consumer products in Indonesia, a developing country. These findings indicate that customer satisfaction (Z) plays an important role as a mediator in the relationship between brand image and product quality with customer loyalty. This is evidenced by the large impact

(coefficient of determination) on the customer loyalty variable, reaching 64.2%. This means that 64.2% of the variation in customer loyalty can be explained by the variables of brand image, product quality, and customer satisfaction. This study provides empirical evidence that brand image and product quality have a significant indirect impact on customer loyalty through customer satisfaction. These findings are crucial for the Teh Botol Sosro company in Bojonegoro to improve brand image, product quality, and customer satisfaction to build strong customer loyalty and achieve business success.

4.3. Sustainable Mitigation Strategies for Teh Botol Sosro

This study highlights the importance of brand image and product quality in building customer loyalty for Teh Botol Sosro in Bojonegoro. The direct and indirect impacts of both on customer loyalty through customer satisfaction demonstrate the need for sustainable mitigation strategies. Firstly, strengthen the brand image by enhancing brand recognition and ease of recognition. Secondly, improve product quality, particularly unique packaging and distinctive taste that meets customer needs and desires. Thirdly, build customer satisfaction through improved product quality and service, and minimize product risks. Fourthly, build brand trust and customer satisfaction to enhance long-term loyalty. Fifthly, understand customer lifestyles to tailor marketing strategies and build perceived value in the product. Implementing these strategies sustainably can help PT Sinar Sosro maintain and enhance Teh Botol Sosro customer loyalty in Bojonegoro, leading to sustainable business success.

5. CONCLUSION

This study examines the impact of brand image and product quality on customer satisfaction and loyalty for Teh Botol Sosro in Bojonegoro. The results indicate that brand image (X1) has a positive and significant effect on customer satisfaction (Z) with a path coefficient of 33.40% (p-value 0.001), and product quality (X2) has a positive and significant effect on customer satisfaction (Z) with a path coefficient of 46.50% (p-value 0.000). Customer satisfaction (Z) also has a positive and significant effect on customer loyalty (Y) with a path coefficient of 80.10% (p-value 0.000). Both brand image and product quality also have significant indirect effects on customer loyalty through customer satisfaction. Brand image (X1) has an indirect effect on customer loyalty (Y) through customer satisfaction (Z) with a path coefficient of 26.8% (p-value 0.001), and product quality (X2) has an indirect effect on customer loyalty (Y) through customer satisfaction (Z) with a path coefficient of 37.3% (p-value 0.000).

These findings indicate that brand image and product quality are crucial factors in building customer loyalty for Teh Botol Sosro in Bojonegoro. PT Sinar Sosro should strengthen its brand image by enhancing brand recognition and ease of recognition, and improve product quality with a focus on unique packaging and distinctive taste that meets customer needs and desires. The study confirms the positive and significant effects of brand image and product quality on customer satisfaction and loyalty for Teh Botol Sosro in Bojonegoro. A strong brand image and good product quality directly enhance customer satisfaction, which in turn drives customer loyalty. This is supported by the significant indirect effects of both through customer satisfaction. Building customer satisfaction is key to increasing customer loyalty. Proposed sustainable mitigation strategies include strengthening the brand image through advertising and attractive promotions, improving product quality with high-quality materials and strict quality control, providing excellent customer service, addressing complaints quickly and accurately, and offering appealing loyalty programs. For PT Sinar Sosro, this can serve as a guide to enhancing customer loyalty through a strong brand image and product quality, as well as high customer satisfaction. For consumers, it provides smart guidance in choosing high-quality Teh Botol products, considering brand image and product quality for a delicious and satisfying Teh Botol experience. For science, it contributes to understanding factors driving sustainable customer loyalty in the Teh Botol industry in Indonesia. This research paves the way for further studies to explore other factors influencing sustainable customer loyalty in different contexts. The authors are fully responsible for the mention of brands in this study, including Teh Botol Sosro. The use of these brands is solely for academic and scientific analysis purposes.

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This research publication includes the brand name Teh Botol Sosro with the company's full knowledge and consent. The brand name is only cited for academic research purposes, and all mentions of the brand have been authorized by the company. This statement confirms that the publication complies with the company's guidelines and does not violate any intellectual property rights or proprietary interests.

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