

The Influence of Green Product and Green Promotion on Brand Attitude and Brand Loyalty of Arei Outdoor Gear: a Sustainable Value Creation Perspective in Local Industry

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Abstract. The growing global demand for environmentally responsible products has positioned green marketing as a critical driver of sustainable value creation within local industrial sectors. In the context of Indonesia's outdoor gear industry, domestic brands face intensifying competitive pressure from international players, necessitating strategic differentiation through sustainability-oriented practices. This study examines the influence of green product and green promotion on brand attitude and brand loyalty of Arei Outdoor Gear, a local Indonesian outdoor equipment brand, as an empirical case of how SME-scale manufacturers can leverage green marketing to build long-term competitive advantage. Using a quantitative approach with 128 respondents and Partial Least Squares-based Latent Variable Regression (PLS-LVR), the findings reveal that green product significantly influences brand attitude ($\beta = 0.324$), green promotion significantly influences brand attitude ($\beta = 0.234$), and brand attitude strongly influences brand loyalty ($\beta = 0.735$). These results demonstrate that embedding sustainability into product and communication strategies generates measurable value for consumers, translating into durable brand loyalty. The study contributes to the understanding of how Indonesian local industry players can integrate green value chains into their marketing ecosystems to strengthen industrial competitiveness and support sustainable economic resilience in the domestic market.

Keywords: Arei, brand attitude, brand loyalty, green product, green promotion.

I. Introduction

The intensification of global environmental degradation manifested through rising greenhouse gas emissions, accumulating single-use plastic waste, and systemic ecosystem degradation has positioned sustainable production and consumption as a strategic imperative for businesses across sectors (Calvin et al., 2023). The United Nations Environment Programme (UNEP) projects global municipal solid waste generation to escalate from 2.1 billion tonnes in 2020 to 3.8 billion tonnes by 2050, underscoring the urgency of systemic transformation in production and consumption patterns (UNEP, 2024). Against this backdrop, green marketing has emerged as an integrative approach aligning business performance objectives with environmental responsibility, primarily operationalized through adaptations of the traditional marketing mix toward ecological orientation (Dangelico & Vocalelli, 2017; Mahmoud, 2018).

Within the green marketing mix framework, empirical evidence consistently identifies green product and green promotion as the primary drivers of consumer brand evaluations and behavioral outcomes. Green place, by contrast, has been shown to exert comparatively less influence on consumer purchase intentions in the Indonesian context (Dewi et al., 2025). Research by Jang and Choi (2025) and Liu and Kim (2025) confirms that green product attributes and promotional messaging are the principal determinants of brand attitude and consumer loyalty in sustainability-oriented markets. This evidence justifies the present study's strategic focus on these two elements as the key stimuli for analysis.

Indonesia's outdoor gear industry provides a strategically relevant empirical context. The global outdoor gear market is projected to grow from USD 64.9 billion in 2024 to over USD 111 billion by 2033 (Market Growth Reports, 2023), with local manufacturers facing intensifying competition from established international brands. Arei Outdoor Gear, founded in 2005, has developed a range of sustainability-oriented initiatives, including products using recycled plastic fabrics and bamboo cotton materials in collaboration with the Saya Pilih Bumi environmental campaign, long-lifetime product design principles, the Arei Talks environmental forum, a mangrove replanting program in partnership with Lindungi Hutan, and eco-friendly mountain trail infrastructure (Arei Outdoor Gear, 2025; National Geographic, 2023; Lindungi Hutan, 2022).

Despite these green marketing investments, Arei's market position remains considerably behind primary competitor Eiger—which operates 306 retail outlets nationally and has expanded internationally to Switzerland—compared to Arei's 86 stores (Eiger, 2024; Arei Outdoor Gear, 2025). This performance gap suggests a potential attitude-behavior discontinuity: consumers may perceive Arei's green attributes positively yet fail to translate this into robust brand loyalty (ElHaffar et al., 2020). The majority of extant studies on green marketing and brand outcomes are conducted on international brands or in developed-market contexts, leaving a substantive research gap concerning how green product and green promotion influence brand attitude and loyalty for challenger local brands in Indonesia's growing outdoor gear sector.

This study therefore aims to: (1) analyze the influence of green product on brand attitude; (2) analyze the influence of green promotion on brand attitude; and (3) analyze the influence of brand attitude on brand loyalty among Arei consumers. The findings contribute theoretically to the application of Stimulus-Organism-Response (S-O-R) theory in local industrial green marketing contexts and practically to strategic recommendations for Indonesian local outdoor gear manufacturers pursuing sustainable competitive differentiation.

II. Literature Review

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

The S-O-R framework, originally proposed by Mehrabian and Russell (1974), provides the theoretical foundation of this study. The model posits that external environmental stimuli (S) are processed through the organism's internal cognitive and affective mechanisms (O), which subsequently generate behavioral responses (R). Applied to green marketing, green product attributes and green promotional communications function as environmental stimuli that consumers process through brand attitude formation representing the organism stage before exhibiting behavioral loyalty responses (Liu & Kim, 2025; Su & Li, 2024). This framework has been validated across multiple green marketing contexts, including green advertising receptivity (Li et al., 2023), sustainable innovation adoption (Amaya Rivas et al., 2022), and brand loyalty formation in green consumption settings (Kristanti, 2025). In the present study, green product (S) and green promotion (S) serve as stimuli, brand attitude (O) functions as the mediating organism construct, and brand loyalty (R) constitutes the behavioral response.

Green Product and Brand Attitude

Green product refers to products designed throughout their lifecycle to minimize negative environmental impact through the use of sustainable materials, resource efficiency, and reduction of pollution and waste generation (Bhardwaj et al., 2020; Joshi & Rahman, 2019). Within the S-O-R framework, tangible product attributes constitute the most directly verifiable stimuli, enabling stronger cognitive processing and more favorable brand evaluations than intangible promotional stimuli (Su & Li, 2024). Liu and Kim (2025) found that green product significantly and positively influences brand attitude among millennial and Generation Z consumers of outdoor gear brands in South Korea. De Angelis et al. (2017) demonstrated that eco-conscious product design strengthens consumer brand evaluations by signaling authenticity and environmental commitment. Chen et al. (2020) further confirmed that green product attributes enhance green brand affect and overall brand attitude, driving purchase intentions.

H1: Green product has a positive and significant influence on brand attitude among Arei Outdoor Gear consumers.

Green Promotion and Brand Attitude

Green promotion encompasses marketing communication activities that highlight a company's environmental commitments, including educational campaigns, eco-labeling, sustainability reporting, social media content, and participatory environmental programs (Mahmoud, 2018; Amaya Rivas et al., 2022). Consistent and authentic green communication builds positive brand associations by enabling consumers to perceive the brand as environmentally responsible and ethically credible (Ahmed et al., 2022). Schmuck et al. (2018) demonstrated that green advertising integrating environmental brand attributes significantly elevated brand attitude and purchase intentions. Sarkar et al. (2019) found that green advertising appeals functional, emotional, and self-expressive consistently improved brand attitude. Sander et al. (2021) established that environmental sustainability advertising generates stronger brand personality, advertising credibility, and brand attitude outcomes compared to social sustainability messaging.

H2: Green promotion has a positive and significant influence on brand attitude among Arei Outdoor Gear consumers.

Brand Attitude and Brand Loyalty

Brand attitude is the overall evaluative response of consumers toward a brand, reflecting the spectrum from favorable to unfavorable affect (Keller, 1993; Spears & Singh, 2004). Brand loyalty represents a strong consumer commitment to consistently repurchase or recommend a brand despite situational pressures or competitive marketing efforts (Oliver, 1999). The attitude–loyalty linkage is among the most consistently supported relationships in consumer behavior literature. Höfling et al. (2025) demonstrated that brand attitude is the dominant predictor of brand loyalty across 105 international brands, exceeding perceived quality and brand experience effects. Liu and Kim (2025) confirmed this relationship specifically in the outdoor gear sector. Chen (2025) found that brand attitude fully mediates the relationship between green brand positioning and loyalty in sport event contexts, while Krishnan et al. (2024) identified brand attitude as a primary driver of loyalty in green restaurant settings.

H3: Brand attitude has a positive and significant influence on brand loyalty among Arei Outdoor Gear consumers.

III. Research Method

This study adopts a quantitative approach with an explanatory research design, aimed at empirically testing causal relationships among green product, green promotion, brand attitude, and brand loyalty. Data were collected via a cross-sectional online survey using a structured five-point Likert scale questionnaire (1 = Strongly Disagree; 5 = Strongly Agree) distributed through outdoor activity community networks and Facebook groups targeting outdoor gear enthusiasts across Indonesia.

Participants were selected through purposive sampling with two eligibility criteria: (1) Indonesian residency; and (2) purchase of Arei products on at least two occasions. The repeat-purchase criterion ensured that respondents possessed sufficient consumption experience to meaningfully evaluate brand attitude and loyalty constructs. Sample size determination followed Hair et al.'s (2022) guideline of multiplying total indicators by a factor of 5–10. With 16 reflective indicators across four constructs and an applied multiplier of 8, the minimum target was 128 respondents—exceeding Hair's (2014) baseline threshold of 100 for models with limited predictors. A total of 128 valid responses were obtained.

Measurement instruments were adapted from validated prior studies: green product (3 items) and green promotion (3 items) from Liu and Kim (2025); brand attitude (5 items) from Noh and Johnson (2019); and brand loyalty (4 items) from Noh and Johnson (2019). All items were adapted to the Arei brand context and translated into Indonesian. A pilot test on 30 respondents confirmed item clarity prior to full distribution.

Data were analyzed using Partial Least Squares-based Latent Variable Regression (PLS-LVR) via SmartPLS 4 (Ringle et al., 2024). PLS-LVR was selected for its suitability for reflective latent construct models, robustness to non-normal data distributions, and its established application in green marketing and consumer behavior research (Hair et al., 2022; Liu & Kim, 2025; Fornell & Larcker, 1981). The analysis proceeded in two stages: (1) measurement model evaluation (outer loadings, AVE, Composite Reliability, Cronbach's alpha, and HTMT ratio); and (2) structural model evaluation (path coefficients via bootstrapping with 5,000 resamples, R^2 , effect size f^2 , and predictive relevance $Q^2_{predict}$ via PLSpredict).

IV. Results and Discussion

Results

The 128 respondents comprised 56.3% male and 43.8% female. The dominant age group was 20–24 years (52.3%), followed by 25–29 years (28.9%), reflecting the millennial–Generation Z profile characteristic of outdoor gear consumer bases globally (Liu & Kim, 2025; Bekk et al., 2016). The majority identified as students (43.8%), followed by private-sector employees (27.3%) and entrepreneurs/freelancers (19.5%). Notably, 64.8% had purchased Arei products more than twice, indicating a sample with substantive brand engagement, while 51.6% purchased through Arei's official offline stores, with 41.4% via online marketplaces.

The measurement model demonstrated satisfactory psychometric properties. All outer loadings ranged from 0.723 (BA5) to 0.894 (GPR2), exceeding the 0.70 threshold (Hair et al., 2022). As shown in Table 1, all constructs achieved Average Variance Extracted (AVE) values above 0.50, Composite Reliability (ρ_c) above 0.866, and Cronbach's alpha above 0.769, confirming both convergent validity and internal consistency reliability. Discriminant validity was established through the Fornell-Larcker criterion wherein all square roots of AVE exceeded inter-construct correlations and HTMT ratios, all of which remained below 0.90. The highest HTMT value (brand loyalty–brand attitude = 0.859) remains within acceptable bounds given the theoretically expected close conceptual overlap between these constructs in the S-O-R chain (Henseler et al., 2015).

Table 1. Measurement Model Results

Construct	Cronbach's α	ρ_c	AVE	HTMT Max.
Green Product	0.799	0.868	0.623	0.625*
Green Promotion	0.769	0.866	0.683	0.625*
Brand Attitude	0.836	0.884	0.604	0.859**
Brand Loyalty	0.840	0.893	0.676	0.859**

Note: *max HTMT with counterpart construct. **Brand loyalty–brand attitude pair. All HTMT < 0.90.

The structural model evaluation revealed that green product and green promotion jointly explained 23.4% of brand attitude variance ($R^2 = 0.234$), while brand attitude alone accounted for 54.1% of brand loyalty variance ($R^2 = 0.541$, moderate category). PLSpredict yielded Q^2 values of 0.186 (brand attitude) and 0.212 (brand loyalty), confirming adequate out-of-sample predictive relevance. Effect size analysis (f^2) indicated a very large effect for brand attitude on brand loyalty ($f^2 = 1.178$), a small-to-moderate effect for green product on brand attitude ($f^2 = 0.105$), and a small effect for green promotion on brand attitude ($f^2 = 0.054$).

All three hypotheses were supported at the 5% significance level, as presented in Table 2.

Table 2. Path Coefficient Results (Bootstrapping, 5,000 resamples)

H	Path	β	t-stat	p-value	f^2	Decision
H1	Green Product \rightarrow Brand Attitude	0.324	3.337	0.001	0.105	Supported
H2	Green Promotion \rightarrow Brand Attitude	0.234	2.488	0.013	0.054	Supported
H3	Brand Attitude \rightarrow Brand Loyalty	0.735	15.629	0.000	1.178	Supported

Note: Significance threshold $p < 0.05$; $t > 1.96$. Effect size: $f^2 < 0.02$ negligible; 0.02–0.15 small; 0.15–0.35 medium; > 0.35 large (Cohen, 2013).

Discussion

Green Product and Brand Attitude.

The positive and significant influence of green product on brand attitude ($\beta = 0.324$, $p = 0.001$) affirms the S-O-R theoretical prediction that tangible, verifiable environmental stimuli elicit stronger brand evaluations than intangible communication cues (Su & Li, 2024). Green product emerged as the more dominant antecedent of brand attitude compared to green promotion, corroborating Liu and Kim (2025) who identified green product as the primary attitudinal stimulus in the outdoor gear sector. In Arei's case, the emphasis on durability-oriented design (polyester ripstop materials, anti-corrosion components), long-lifetime product principles, and the recycled plastic and bamboo cotton collaboration with Saya Pilih Bumi constitute verifiable environmental signals that consumers translate into favorable brand evaluations (Hollander et al., 2017; Ottman, 2017). Descriptive results show that GP2 (continuous design improvement, $M = 4.109$) and GP3 (continuous quality improvement, $M = 4.141$) scored highest, while GP1 (direct eco-friendly product identification, $M = 3.867$) scored lowest, suggesting that while developmental commitment is perceived, explicit eco-friendly product identity could be further strengthened through international environmental certification strategies such as the Global Recycled Standard (GRS).

Green Promotion and Brand Attitude.

Green promotion exerts a significant positive influence on brand attitude ($\beta = 0.234$, $p = 0.013$), confirming that consistent, authentic sustainability communication builds favorable brand associations. Descriptively, green promotion received the highest mean score among independent variables ($M = 4.133$), with GPR3 (company's environmental responsibility image, $M = 4.195$) scoring highest, indicating that Arei's promotional ecosystem effectively generates environmental credibility. This finding is consistent with Belz et al.'s (2025) argument that participatory and action-based green promotion formats are the most effective in shaping consumer brand attitudes. Initiatives such as Arei Talks, social media conscious-buying campaigns, and the Lindungi Hutan mangrove program represent formats that not only inform but actively engage consumers in sustainability narratives. The comparatively lower path coefficient versus green product is consistent with ElHaffar et al. (2020), who argue that green promotion's effectiveness is contingent on perceived congruence with tangible product attributes. This implies that promotional credibility is reinforced, not independent of the physical product's green integrity.

Brand Attitude and Brand Loyalty.

Brand attitude demonstrates a very strong positive influence on brand loyalty ($\beta = 0.735$, $p = 0.000$, $f^2 = 1.178$), confirming it as the dominant determinant of loyalty formation in this model. The R^2 of 0.541 indicates that brand attitude alone explains over half of brand loyalty variance, a result of substantial

practical significance for local industry brand strategy. This finding surpasses the magnitude of the attitude–loyalty relationship reported in several prior studies, which may be attributed to the sample's composition of consumers with repeated purchase histories for whom brand attitude is more crystallized and behaviorally predictive (Keller, 2013). The observed gap between the brand attitude mean ($M = 4.072$) and brand loyalty mean ($M = 3.742$), particularly on the exclusive commitment dimension (BL4, $M = 3.484$), reflects a residual attitude–behavior gap (ElHaffar et al., 2020). This pattern suggests that while favorable attitudes have been cultivated, translating them into unconditional behavioral commitment remains a strategic challenge, likely amplified by Eiger's superior retail network scale and distribution reach. The policy implication is clear: since the attitudinal pathway to loyalty is demonstrably strong once activated, Arei's strategic priority should lie in amplifying green product tangibility and green promotion consistency to deepen brand attitude formation across broader consumer segments.

V. Conclusion

This study empirically demonstrates that green product and green promotion positively and significantly influence brand attitude, which in turn strongly determines brand loyalty among consumers of Arei Outdoor Gear. All three hypotheses were supported: green product ($\beta = 0.324$, $p = 0.001$), green promotion ($\beta = 0.234$, $p = 0.013$), and brand attitude ($\beta = 0.735$, $p = 0.000$). Green product emerged as the more dominant attitudinal driver, reflecting the persuasive salience of tangible, verifiable environmental attributes in consumer brand evaluation processes consistent with the S-O-R framework.

Theoretically, this study extends the empirical application of S-O-R theory to the context of a local challenger brand in Indonesia's outdoor gear industry, contributing to the growing literature on green marketing in emerging economy settings. The findings confirm that the attitudinal pathway from green marketing stimuli to behavioral loyalty operates robustly even within local-scale industrial contexts, and that the attitude–loyalty mechanism can be a viable source of competitive advantage for SME-scale manufacturers.

Practically, Arei management is recommended to: (1) prioritize strengthening verifiable green product attributes through internationally recognized environmental certifications (e.g., Global Recycled Standard, bluesign®) to enhance consumer eco-identification; (2) sustain and expand participatory green promotion formats, including user-generated content campaigns and periodic sustainability reporting; and (3) develop sustainability-based loyalty programs, such as converting purchase points into environmental donations or creating exclusive conservation communities to bridge the observed attitude–behavior gap in unconditional brand commitment.

Limitations of this study include the cross-sectional design, geographic concentration of the sample (approximately 30% from Surabaya–Gresik), and the exclusion of green price and green place from the model, which constrained the explanatory power of the brand attitude construct ($R^2 = 0.234$). Future research should adopt longitudinal designs to capture attitude and loyalty dynamics over time, incorporate additional constructs such as green trust, environmental concern, and green perceived value, and pursue comparative analyses between local and international outdoor gear brands in the Indonesian market to examine how brand scale moderates green marketing effectiveness.

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