

Unearth the Role of Branding towards Customer Satisfaction on Infant Formula Brand in Malaysia: A Critical Review of Enfagrow A+ Mindpro

Arman Hj. Ahmad^{1*}, Ridzuan Masri², Irbiana Hanim Tahir³, Sarah Hazlinda Hazlan⁴, Nurelya Shafika Mohd Sam⁵, Nurul Aziidah Zulkifli⁶ Mohamad Shyafiq Ezzat Yahya⁷

^{1*,4,5,7}Department of Marketing, UniKL Business School, Universiti Kuala Lumpur, Malaysia

²School of Management and Business, MILA University, Malaysia

^{3,6}Department of Management and Entrepreneurship, UniKL Business School, Universiti Kuala Lumpur, Malaysia

Corresponding author: arman@unikl.edu.my

Abstract

*This study is an attempt to critically review and understand the role of branding on customer satisfaction using Enfagrow A+ Mindpro (a brand of Mead Johnson Nutrition, Malaysia) as a case brand. The role of branding on customer satisfaction is of worth significant to know as it is important to make customers satisfy on a specific brand. The elements of branding in Enfagrow A+ Mindpro such as brand image, brand loyalty, brand awareness as well as perceived quality were predicted to contribute to customer satisfaction. Based on the review of past literatures, the customer satisfaction were built up when branding successfully met the needs and requirements of the customers. Contrary to traditional models, this study posits that brand loyalty can precede and influence customer satisfaction, offering a novel perspective on consumer-brand dynamics in Malaysia's children's nutrition market. In this review, a research framework is proposed and suggested for future empirical investigations to test the proposed hypotheses. As for the sample of the study, customers who made their purchases of Enfagrow A+ Mindpro brand both in retail and online in Malaysia, will be conveniently targeted as the main population and samples. Data will be collected through a **self-administered questionnaire**, distributed both in physical form (at retail stores or paediatric clinics) and digitally (via Google Forms shared through parenting networks and vendor mailing lists) which then analysed using a series of statistical procedures using*

167

IJEBIR, Volume 04 Issue 05, 2025



Copyright at authors some right reserved this work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

SPSS and AMOS software for the preliminary analyses, **Confirmatory Factor Analysis (CFA)** to validate the measurement model as well as **Structural Equation Modeling (SEM)** to simultaneously evaluate the proposed model's fit and assess both direct and indirect paths among variables. The results projected that branding elements will have significant contribution to customer satisfaction towards the brand. The conclusion and implication of the study are discussed to further highlights the initiative. Despite unearthing the connections between branding and customers' satisfaction, this study advances existing theory by offering a novel framework for understanding consumer-brand relationships in Malaysia's children's nutrition market. Furthermore, this paper could enrich the body of knowledge related to consumerism and marketing research.

Keywords: Brand Image, Brand Loyalty, Brand Awareness, Customer Satisfaction, Perceived Quality

INTRODUCTION

This paper conceptually evaluate the impact of a leading infant formula brand on customer satisfaction in Malaysia. Malaysia is viewed as one of Asia's most culturally diverse countries with its multi-ethnic, multi-cultural population, with 35 million people living in this middle-income country, with 70% residing in Peninsula Malaysia (DOSM, 2025). Since 1957, Malaysia has set out a progressive way to enhance the people and nation's social and economic position. Improvements in child health has been the key development objectives since First Malaysia Plan in 1966 (Redmond et al., 2017). In the 2021 until 2025 Country Program, the country's priorities are in accordance with the Twelfth Malaysia Plan (12th MP), whereby one of the key developments are continuing to focus on improving the children's wellbeing and safety in the country. UNICEF is working together with the country, which is additionally in support of Malaysia's Vision 2020 (Redmond et al., 2017). The market leader in the infant formula industry for both locally and globally that we are accessing is Mead Johnson Nutrition with its range of flagship products. The organization was established in 1905, co-founded by Edward Mead Johnson. The company has been producing products that are high-quality, safe, and creative to comply and sustain the nourishing requirements of newborn and young children for over a century.





Financial Value of Mead Johnson Nutrition (Malaysia) Sdn. Bhd. (2020 – 2023).

Source: EMIS (2025)

Although the brand is recognized as the No. 1 leading infant formula brand recommended by experts in Malaysia, it was reported that the net sales revenue of Mead Johnson Nutrition were dropped by 19.55% in the financial year-end of 2023 (EMIS, 2025). Enfagrow, in particular is experiencing a decline in revenue, which may be attributed to rising competition and diminishing customer satisfaction. The Malaysian infant formula market has become increasingly saturated with both local and international brands offering a wide range of alternatives, especially those emphasizing organic and natural ingredients. Parents today are more informed and selective, seeking high-quality products that align with health-conscious values (MarkNtel Advisors, 2025). Despite Enfagrow's long-standing presence, it appears to be losing market share due to insufficient differentiation and potential dissatisfaction among consumers in business to business market and business to consumer market regarding product attributes such as pricing, ingredients, and customer experience (Keller & Kotler, 2022). Nevertheless, there is an insufficient of recent academic or industry research that specifically assesses customer satisfaction with Enfagrow in the Malaysian context. With changing parental preferences, it is vital to obtain up-to-date insights into how customers perceive Enfagrow in terms of quality, pricing, and health benefits (6Wresearch, 2025). Furthermore, while it is evident that the Malaysian market is highly competitive, there is inadequate of

169

comparative research that evaluates how Enfagrow's product features, branding, and marketing strategies stack up against newer entrants and established rivals (MarkNtel Advisors, 2025). On the other hand, there is a noticeable market shift toward organic, non-GMO, and premium infant formula brand. However, there is a research gap in understanding how these evolving preferences influence Malaysian parents' purchasing decisions, particularly in the context of Enfagrow's value proposition (6Wresearch, 2025).

This scenario necessitates an investigation into customer satisfaction and competitive positioning to help the brand realign with consumer expectations. In most businesses, it is positive that customer satisfaction does affect the profitability of a business. As indicated by Dobrokhoto (2023), satisfied customers will establish a foundation for any successful business to prompt in purchase repetition, brand loyalty, and positive word-of-mouth (Karim & Rabiul, 2024). Past researchers found that various branding, and marketing efforts are required to capitalize upon the benefits of customer satisfaction and to retain existing customers in annual growth, especially in the fast-growth companies (Ilias & Shamsudin, 2020). Having satisfied customers, being part of branding, it means the source of brand loyalty is what customers have looked upon (Karim & Rabiul, 2024; Wiliyanto & Wage, 2024). This can also be the other way around when branding prompts customers to develop trust and loyalty for being satisfied with the product and service (Keller, 2023). This is closely related to the expectation that customers had set on the brand. The more their expectations are met, the more positive the degree of satisfaction the customers are (Islami et al., 2024).

Past researches found that a variety of brand experiences is positive in increasing familiarity, as it has presented that branding has a positive impact on customer satisfaction (Islami et al., 2024; Dewi et al., 2024; Widiyantoro & Kuswati, 2024). The researchers further recommended that it would be vital to test further on the cognitive and emotional behavior towards brand experiences. The major limitation in leading this research is the lack of literature on the infant nutrition industry; findings, issues, and problems faced by customers, concerns, time arrangements, and information on key industrial and business insights. In this case, literature from other industries and countries was adopted in this research. It is not simple, even though branding has conditionally been the key focus in contributing to beneficial circumstances. Making customers loyal to a brand, notably is a big challenge (Keller & Brexendorf, 2019), especially in the present competitive environment. Customers are cost-conscious and also practical nowadays, mostly concerning their financial consideration. It might appear that the purpose of branding may have lost, however, it is still appearing that branding is impacting customer



satisfaction directly in the business (Ilias & Shamsudin, 2020; Jahan et al., 2024; Alzaydi, 2024). It is still a prospect for the customer to follow if we cultivate the right level of customer satisfaction. All customers perceived on what they had experienced, and this is an overall assessment of their accumulated individual encounters and experience, which will add to their acceptance towards a brand (Keller, 2023). This is compelling to customers for repurchase and repetitive intention. It was concluded that branding is highly impactful to customer satisfaction. Not forgetting, customers are the boss in the market, and they summons on the current market fashions and directions. Đurić (2024) and Guru et al., (2024) shared that the key driver in a long-term relationship between producers and purchases in branding is customer satisfaction.

Thus, this research will give a new insight into the impact of branding on customer satisfaction in the infant nutrition industry. In details, it tends to explore the impacts of brand image, brand loyalty, brand awareness and perceived quality on customer satisfaction. Branding is not new, but the research will help the current business leaders and new marketers in keeping up and building up their brandings. This additionally helps to further comprehend in utilizing a suitable strategy for branding in the current competitive and evolving trend. It is important to re-emphasize the significant relationship which is present between branding and customer satisfaction. It is good empowerment to know about the branding identity while serving the customers better.

LITERATURE REVIEW

Branding is a collaboration of name, sign, image, or marking created for a business product or service to be recognized which carries a significant, special, and benefit to contend and exceed expectations in the market (Keller & Brexendorf, 2019; Rosado-Pinto & Loureiro, 2024; Kaur & Verma, 2024; Schreuder et al., 2024). Branding means products and services that are furnished with brand power (Minsky & Kotler, 2024; Keller & Kotler, 2022; Keller & Brexendorf, 2019; Keller, 1993). It is a process of consigning a meaning to a product or service by forming a brand in customers' minds (Hossain et al., 2024; Kumar, 2024; Catherine et al., 2024). Branding, in other words, is to motivate and influence customers to comprehend what a business is putting forth of a product and how it is unique concerning others (Keller, 2023; Jahan et al., 2024).

Underpinning Models

According to Keller (1993; 2001), the Customer-Based Brand Equity (CBBE) or known as Keller's Brand Equity Model is a multi-dimensional concept that builds upon

171



what the business enquires on what their customers perceive and feel. In order to make customers feel significant and special about the products, the business creates a suitable type of experience about their products. He further characterizes that Customer-Based Brand Equity (CBBE) as the differential impact that brand knowledge has on customers' reaction to the marketing of that particular brand (Akdogan, et al., 2025; Akhsani, 2025; Dananjoyo & Udinm, 2025; Mahendra & Fadhilla, 2025). Customers may be liable to purchase more when the customer-based brand equity (CBBE) is strong, and they may be an indicator to recommend the products to other people. The more customers purchase, the more trust, and reliability about the product are, and this will be more averse to lose customers to other competitors (Dewi et al., 2024; Islami et al., 2024; Moon et al., 2024). Customer-Based Brand Equity (CBBE) are all acquired from Aaker (1991;2009) and Keller (1993) frameworks (Baalbaki & Guzmán, 2016; Ongsakul et al., 2019; Akbar et al., 2024), which being measured by these 4 stages. Aaker Brand Equity model (Aaker, 1991) consists of a set of assets and liabilities that connects to the brand like its name and signs, which will add or reduce the value of a product or service. Aaker explained that this model can be utilized to comprehend a brand's equity and additionally provide insight into the criteria that show the actual value degree connected between the diverse brand equity segments and (future) brand performance (Akbar et al., 2024). Aaker believes that in the Aaker Brand Equity model, brand management starts with a brand identity which influenced by five factors as presented in Figure 2: -

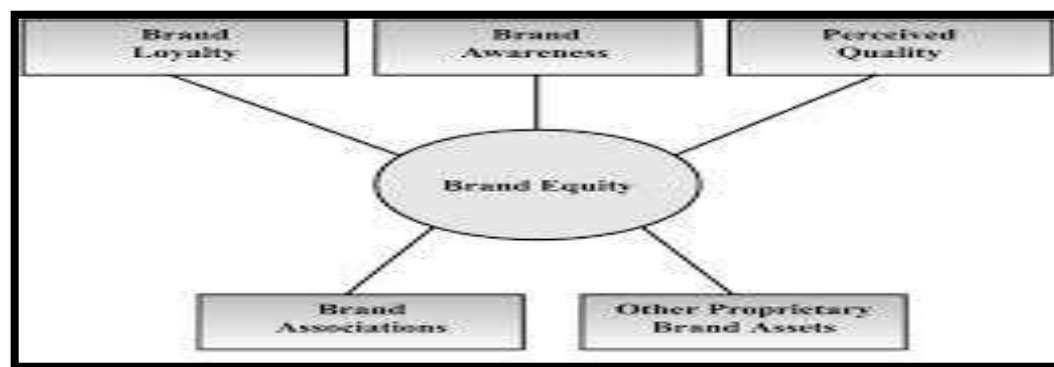


Figure 2: Aaker Brand Equity Model (Aaker, 1991)

The American Customer Satisfaction Index (ACSI) model (Fornell et al., 1996; Brecka, 1994) is a model that collects feedbacks from customers through interviews. It is a cause-and-effect model that collects data to a multi-equation econometric model. The

172

scores are determined by 3 survey questions that carry various aspects of satisfaction on a product or service. The scores from ACSI serves as a key business method by conveying a custom outline or blueprint for increasing competitive advantage and generating value to stakeholders through investments in quality and customer satisfaction (Janghyun, 2025; Tian et al., 2025; Yilmaz & Sürmelioglu, 2025). The model is prestigious for being an accurate and reliable indicator of customers' purchasing power and corporate profit (Alyahya & Agag, 2025; Rahman et al., 2025; Wu et al., 2025; Szulc, 2024). Each of the questions accompanying satisfaction drivers was estimated in software technology. Fornell et al., (1996) and Brecka, (1994) highlighted that the ACSI model demonstrates a set of causal equations that connects to customer expectations (the quality of a company's products or services expected from customers), perceived quality (customers' evaluation via recent consumption experience of the quality of a company's products or services) and perceived value to customer satisfaction (quality which connects with the paid price). Thusly, as characterized by customers' support and loyalty by price tolerance, customer retention, quality complaints or referrals in measurement, there is a connection between customer satisfaction and benefits (Akram et al., 2025; Kong et a;., 2025; Pasla et al., 2025; Dwivedi et al., 2024; Harriet et al., 2024; Keller & Kotler, 2022). In most businesses, repetitive customers are crucial to profitability and thusly basic to the business' financial performance (Brecka, 1994; Keller & Kotler, 2022). ACSI measurement collaborating with financial data, the net estimation of a customer in the customer base will be an advantage after some time, as it would result measurable (Kong et a;., 2025; Dwivedi et al., 2024; Fornell et al., 1996; Brecka, 1994).

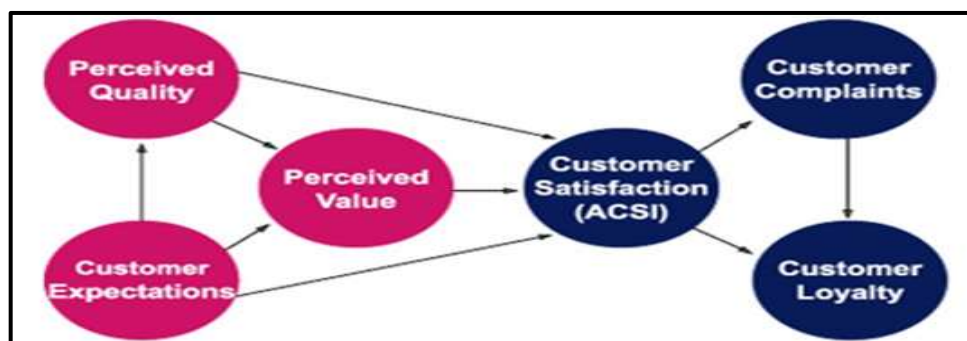


Figure 3: American Customer Satisfaction Index (ACSI) Model
(Source: Brecka, 1994 & Fornell et al., 1996)

Customer Satisfaction

Customer satisfaction is the fulfillment of the customer with a product and a business execution as a capacity to create profit (Nur & Haryanto, 2025; Ilias & Shamsudin, 2020). Keeping and growing customer connections relies upon the capacity to deliver a customer experience fitted to changing customer needs, values, and reliability with a brand promise (Dewi et al., 2024; Dobrokhoto, 2023; Ilias & Shamsudin, 2020). According to Ringo et al., (2023), customer satisfaction animates repetitive purchases and positive word-of-mouth. It is an exit boundary, and it can assist a business in holding on to its customers (Đurić, 2024; Dobrokhoto, 2023; Jahan & Shahria, 2022). It is an essential indicator for customer satisfaction of corporate competitiveness, as it has a significant connection to loyalty and profitability (Guru et al., 2024; Jahan & Shahria, 2022). Customer satisfaction is widely recognized as a fundamental outcome of effective branding and marketing strategies, serving as both a performance indicator and a strategic lever for customer retention and loyalty. It is generally defined as the consumer's contentment with a product or service's performance relative to their expectations (Nur & Haryanto, 2025; Ilias & Shamsudin, 2020). In the context of Enfagrow A+ MindPro, a brand operating within the sensitive infant nutrition segment in Malaysia, customer satisfaction plays an even more critical role as it directly relates to a child's health and development, heightening the emotional and cognitive evaluation of product experiences.

Within Keller's Brand Equity Model, customer satisfaction is an implied but powerful outcome, particularly influenced by the brand performance and brand judgments components. These two facets are central to forming positive brand responses, which ultimately drive brand resonance towards the highest level of brand equity, where customers exhibit deep loyalty, attachment, and advocacy. Satisfied customers not only stay with a brand but become vocal advocates, promoting it through positive word-of-mouth, which is especially powerful in the parenting and infant care community (Dobrokhoto, 2023; Ringo et al., 2023). These brand ambassadors contribute to reinforcing brand equity through social validation and peer influence. From the ACSI perspective, customer satisfaction is both a result and a predictor. The model positions satisfaction as an outcome of perceived quality, customer expectations, and perceived value, all of which are influenced by branding activities. For instance, when Enfagrow successfully delivers a consistent experience aligned with its brand promise (e.g., brain development, DHA content, clinically proven benefits), it builds trust and exceeds expectations, leading to heightened satisfaction (Dewi et al., 2024). This satisfaction is



not merely transactional; it becomes relational, enabling emotional bonds that increase lifetime customer value and reduce churn (Đurić, 2024).

In the infant formula sector, brand trust and perceived safety are paramount. Customers (particularly parents) evaluate satisfaction based not only on tangible product outcomes but also on emotional security, alignment with parenting values, and cultural compatibility (Ilias & Shamsudin, 2020; Dewi et al., 2024). Enfagrow's branding efforts, including expert endorsements, scientific claims, and consistent packaging, contribute to creating a holistic brand experience. This aligns with Keller's "Brand Feelings" and "Brand Imagery", which enhance brand affect and connection—both significant antecedents of satisfaction. Additionally, satisfaction is a strategic asset that enables customer retention and brand profitability. According to Guru et al. (2024), customer satisfaction significantly correlates with brand attachment and long-term behavioral outcomes, such as continued usage and brand advocacy. For Enfagrow, this translates into maintaining customer loyalty across the child's growth stages, often retaining consumers from toddler to preschooler through age-based product variations. This sustained engagement not only improves business performance but also increases the customer lifetime value (CLV).

The literature also indicates that satisfaction serves as an "exit barrier" (Ringo et al., 2023; Đurić, 2024), discouraging brand switching even in the presence of competitor promotions or price differences. In highly competitive sectors like infant nutrition (where local and international brands are vying for share) satisfaction derived from consistent quality, emotional reassurance, and trusted branding can be the decisive factor for long-term brand preference. Moreover, Jahan and Shahria (2022) underscore that customer satisfaction acts as a competitive differentiator. Brands that can continually adapt to the evolving expectations of their target market (especially in health-related categories) can outperform competitors in both loyalty and profitability. In Malaysia, where infant nutrition is heavily influenced by consumer knowledge, healthcare endorsements, and product efficacy claims, Enfagrow's focus on educational campaigns and health-oriented branding enhances satisfaction by increasing brand relevance and credibility. Lastly, the role of after-sales engagement and continuous customer interaction also contributes to satisfaction. As Dobrokhoto (2023) highlights, post-purchase communication, customer support, and brand responsiveness can transform satisfied customers into loyal brand advocates. For Enfagrow, offering support channels such as parenting hotlines, mobile apps, or community engagement platforms can elevate satisfaction into brand resonance, as articulated in Keller's model. Thus, it's proven that the customer satisfaction is both a critical outcome of effective branding and a predictor of future brand performance. Within



the frameworks of Keller's Brand Equity Model and the ACSI model, satisfaction is driven by perceived quality, fulfilled expectations, emotional engagement, and trust, all of which are cultivated through strategic brand building. For Enfagrow A+ MindPro, achieving high customer satisfaction not only secures market presence but also fosters loyalty, advocacy, and brand equity. Ultimately, in a sensitive market like infant nutrition, customer satisfaction is not just a metric but it is a measure of trust and a foundation of brand sustainability.

Brand Image and Customer satisfaction

Overall, brand image can produce an incentive to support customers to process information, to differentiate brands, create motivation to purchase, offer positive feelings, and give a basis of extensions (Aaker, 1991). Brand image develops a positive outcome which is customer satisfaction. Customers judge based on their perceptions, expectations, needs and objectives from the brand image. It is basically the customers' point of view on the perceptions and meanings of the product or service they are carrying. Customers measure the product based on the brand image and whether they are willing to recommend the branded product to others as well as having the intention to purchase their product or services in the future. A positive brand image positively positions in the minds of their customers to maintain and strengthen the brand images, values and customer satisfaction. It has indicated the significant of brand image associate with customer satisfaction. A product or service from a company which carry an ideal image by the public, would increase a superior position in the market, sustain competition advantage, increase market share or performance. Products are manufactured in factories, but the brand image is built in the minds of customers. Brand image is the key resource of an organization that impact the customers' perception that leads to customer satisfaction. It is critical to know that the key principal of branding is the process where it gives the customers with positive brand impression while associating the brand message to make customers a good feeling and feel satisfied about the product which is called brand relationship.

Brand image is a significant component to an organization, as the brand is the most compelling element in services due to its common uniqueness like perishability, indivisibility, substantial quality and heterogeneity (Abdullah & Sugiat, 2025). Furthermore, past researchers claimed that the brand image has the ability to impact customers' perception towards products and services and this influences customers' purchasing choice and behavior (Ardelia & Saputro, 2025; Syafikah & Asnawi, 2024; Tahir

176

IJEBIR, Volume 04 Issue 05, 2025

Copyright at authors some right reserved this work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

et al., 2024; Abbas et al., 2021; Ferdiawan et al., 2018). When customers are focused on a brand or an organization, the customers will participate actively and disregard competitors, which support the organization's benefits in a long term (Setyorini et al., 2023). Brand image is also impacted by service quality and customer satisfaction which thusly impact customers loyalty (Syafikah & Asnawi, 2024). When customers are satisfied, it prompts to different impacts and this is known to be a pointer of an organization's future (Susanto et al., 2022; Górska-Warsewicz & Kulykovets, 2020; Ferdiawan et al., 2018). In the dynamic landscape of contemporary marketing, brand image has emerged as a pivotal factor influencing customer perceptions and behaviors (Abdullah & Sugiat, 2025; Etrata Jr et al., 2025; Dam & Dam, 2021). Past research believed that understanding the relationship between brand image and customer satisfaction is crucial for businesses aiming to foster customer loyalty and achieve sustained success (Ardelia & Saputro, 2025; Zhu et al., 2025; Tahir et al., 2024).

Numerous studies have established a significant positive relationship between brand image and customer satisfaction across various industries (Matosas-López, 2025; Tahir et al., 2024; Syafikah & Asnawi, 2024; Wijaya & Putra, 2023; Susanto et al., 2022; Abbas et al., 2021; Górska-Warsewicz & Kulykovets, 2020; Ferdiawan et al., 2018; Ali & Muqadas, 2015; Nam et al., 2011). For instance, Górska-Warsewicz and Kulykovets (2020) conducted a systematic literature review focusing on the foreign tourism sector and found that a strong brand image significantly enhances customer satisfaction and fosters brand loyalty. Their study highlighting that customers are more satisfied when they perceive a brand image that aligns with their self-concept. Similarly, Wijaya and Putra (2023) examined the relationships between service quality, brand image, and customer satisfaction in the context of UC Makassar. Their findings indicated that brand image has a positive effect on customer satisfaction, emphasizing the role of brand image in shaping customer perceptions and experiences. In the realm of consumer goods, Syafikah and Asnawi (2024) investigated the influence of brand image and service quality on customer loyalty, with customer satisfaction as a mediating variable. Their study revealed that brand image significantly impacts customer satisfaction, which in turn influences customer loyalty, underscoring the importance of cultivating a positive brand image to enhance customer satisfaction (Tahir et al., 2024; Setyorini et al., 2023;).

Conversely, some studies have reported insignificant relationships between brand image and customer satisfaction, suggesting that the influence of brand image may vary depending on contextual factors (Pan & Chen, 2025; Chatzi et al., 2024; Ghaderi et al., 2024; Lukman et al., 2024; Zha et al., 2024). For example, a study by Chatzi et al., (2024)



found that while brand image positively affects customer satisfaction, it does not significantly influence customer loyalty, indicating that other factors may mediate or moderate this relationship. Furthermore, in a study focusing on the food industry (Ghaderi et al., 2024), it was observed that brand image had an insignificant positive effect on customer loyalty, although it significantly influenced customer satisfaction. This finding suggests that while brand image contributes to customer satisfaction, it may not directly translate into customer loyalty in certain contexts (Pan & Chen, 2025; Lukman et al., 2024; Zha et al., 2024). Based on the above contradicted findings. the relationship between brand image and customer satisfaction is multifaceted and influenced by various contextual factors. While numerous studies affirm a significant positive relationship, indicating that a strong brand image enhances customer satisfaction, other research highlights scenarios where this relationship is less pronounced or mediated by additional variables. Businesses must consider industry-specific dynamics, customer expectations, and other influencing factors when leveraging brand image to improve customer satisfaction. Thus, based on the above literatures, the following hypothesis is proposed:

H¹: There is a significant relationship between brand image and customer satisfaction towards Enfagrow A+ MindPro Nutrition brand in Malaysia.

Brand loyalty and customer satisfaction

Customer satisfaction is the most important focus in any organizations. When customers are satisfied with a brand, they will consider repeating purchase the same brand again. This showed brand loyalty (Dewi et al., 2024; Hussain et al., 2024; Schreuder et al., 2024). Customers will give great words about the brand to others; however, customers may change and demonstrated their dismays when they are disappointed with a brand (Karim & Rabiul, 2024). With this negative input from customers, it may damage the organization (Ringo et al., 2023). In the event when a brand can fulfill the customer and build up a psychological connection in the customer to the brand, the customer will stay faithful and loyal to the brand (Widiyantoro & Kuswati, 2024). Moreover, Ibrahim and Aljarah (2024) believed that the customers will give their insights and feelings about the brand to others who might be enticed to attempt it. These informal communications are more significant to the organizations than any commercials, subsequently organizations consistently trying to make brand loyalty in customers rather than just satisfied customers (Sayin & Gürhan-Canlı, 2024; Raddats et al., 2024; Ringo et al., 2023). In other words, satisfied customers may not stay loyal to a brand, but

178



customers who are brand loyal are mostly satisfied customers (Đurić, 2024; Khan & DePaoli, 2024; Dobrokhoto, 2023; Jahan & Shahria, 2022) .

Customer satisfaction makes certain to be a mental satisfaction, it is a frame of mind which is showed up after the acquiring conduct (Widiyantoro & Kuswati, 2024; Schreuder et al., 2024; Karim & Rabiul, 2024). As it might be, brand loyalty is a direct of continuing with brand exchange (Kini et al., 2024). It is also a development for continuing acquiring (Raddats et al., 2024; Khan & DePaoli, 2024). Customer satisfaction quantifies a customer's feelings and needs while brand loyalty reflects to the direct of purchasing and obligation of obtaining of a brand later on later on. It shows the evaluations and notions about past procuring foundation, that is, it can simply reflect to the past conduct (Dananjoyo & Udin, 2025). It cannot be used as a reliable conjecture for future lead (Keller, 2023). Karim and Rabiul (2024) claimed that consumer brand loyalty can predict what the most adored and most loved product or services are. There is no uncertainty that customer satisfaction is the key element which can achieve continuing purchasing conduct of a brand. Regardless, customer satisfaction is not the most essential component of brand loyalty since customer satisfaction determine on brand loyalty together with other critical factors such as brand awareness (Praditya & Purwanto, 2024; Mandagi et al., 2024; Sutrisno et al., 2023; Alam et al., 2023), perceived quality (Ahmadi & Ataei, 2024; Islami et al., 2024; Koech et al., 2023; Rahmawan & Suwitho, 2023) and brand image (Catherine et al., 2024; Saad & Nugraha, 2024; Wiliayanto & Wage, 2024; Keller, 1993). According to Moon et al., (2024) customer satisfaction can impact brand loyalty legitimately. In this way, it is understood that the connection between customer satisfaction and brand loyalty is dynamic. Indisputably, customer satisfaction offers the reason to achieving brand loyalty (Hussain et al., 2024; Karim & Rabiul, 2024).

Its proven from the above that the relationship between customer satisfaction and loyalty has been extensively studied, with the dominant view asserting that satisfaction precedes and leads to customer loyalty (Oliver, 1999; Anderson & Srinivasan, 2003). However, emerging perspectives suggest that this relationship may be bidirectional or even reversed in specific contexts, where loyalty may serve as an antecedent to satisfaction (Bloemer & Kasper, 1995; Chinomona, 2013). This present study explores this alternative causal direction **from customer loyalty to customer satisfaction** by critically analyzing past studies that report significant or insignificant effects of loyalty on satisfaction. Customer loyalty, characterized by attitudinal and behavioral commitment to a brand (Dick & Basu, 1994), may shape how consumers interpret subsequent experiences, potentially increasing satisfaction through confirmation bias and emotional



attachment (Homburg et al., 2006). Loyal customers tend to engage in positive post-purchase rationalization and cognitive consistency, which can enhance perceived satisfaction (Yi & La, 2004). In their study of service loyalty in banking, (Bloemer & Kasper, 1995) found that attitudinal loyalty influenced how customers interpreted service quality and satisfaction, suggesting that loyalty leads to satisfaction under certain conditions, such as high involvement. Furthermore, using structural equation modeling in the context of mobile telecommunications in Zimbabwe, (Chinomona, 2013) showed that brand loyalty significantly influenced customer satisfaction. The study argued that loyal customers, due to their emotional attachment, tend to be more forgiving and hence more satisfied over time. In addition, **Suh and Youjae (2006)** demonstrated that customer loyalty can cause satisfaction due to self-justification processes where customers who repeatedly choose a brand tend to rate their experiences more positively to align with their past behavior. Past study also found that brand loyalty has a positive effect on customer satisfaction in the context of experiential products, due to increased tolerance and positive perception bias among loyal customers (Kim et al., 2008). According to **Ahmad and Buttle (2002)** there is a strong influence of customer loyalty on post-purchase satisfaction in United Kingdom, arguing that prior loyalty acts as a perceptual filter.

Nonetheless, although open to multidirectional interpretations, Oliver (1999) seminal work positions satisfaction as a psychological precursor to loyalty, rejecting reverse causality in most consumer contexts. This is supported by **Johnson et al., (2006)** where their cross-national study found consistent evidence across cultures that satisfaction leads to loyalty, not the other way around. They reported that loyalty had either no or weak reverse influence on satisfaction. In addition to these, in an e-commerce setting, Anderson & Srinivasan (2003) posited that satisfaction was a critical antecedent of loyalty, and while loyalty might influence trust or emotional outcomes, its effect on satisfaction was statistically insignificant. Pertaining to these, **Mittal and Kamakura (2001)** suggests that loyalty may affect customer behaviors such as word-of-mouth or repurchase, but not the perception of satisfaction, which remains more transactional and recent-experience based. Furthermore, while the prevailing literature often highlights **customer satisfaction as a precursor to loyalty**, compelling evidence now challenges the reverse directionality (brand loyalty towards customer satisfaction). For instance, Xiao et al. (2023), in their multi-industry study in Macau, found the path from loyalty to satisfaction to be statistically insignificant in several service sectors. Similarly, So et al., (2025) meta-analysis in the hospitality and tourism domain showed that satisfaction fully



mediates the quality or value towards loyalty relationship, with no significant predictive power from loyalty back to satisfaction. Even within Malaysian contexts such as research on internet service providers and the ice-cream or milk tea market by Najwan et al. (2024), have failed to support a loyalty and satisfaction effect, instead commonly rejecting this reverse causal link. These findings suggest that brand loyalty may not be a reliable antecedent of satisfaction, challenging the foundation of the current hypothesis asserting their significant relationship in the infant nutrition sector in Malaysia.

In the context of *Enfagrow A+ MindPro*, which involves parental choice for children's nutrition in Malaysia, brand loyalty may play a formative role in shaping satisfaction. Due to the high involvement and perceived risk in nutrition choices, parents may develop brand loyalty through consistent trust and perceived safety. Over time, this loyalty might lead to more favorable post-purchase evaluations, even when product attributes remain constant (Kataria & Saini, 2020). While traditional customer satisfaction literature places satisfaction before loyalty, growing empirical evidence suggests that the reverse can be true under specific conditions, especially in high-involvement or emotionally significant categories such as children's nutrition. This review supports the premise that **brand loyalty can significantly influence customer satisfaction**, offering a novel lens through which to understand consumer-brand relationships in the Malaysian nutrition market. Due to this reversed direction and inconsistencies of findings from the past, it is crucial to unearth the connection between loyalty towards the satisfaction development. Thus, the following hypothesis is proposed hypothesis in the present study:

H₂: There is a significant relationship between brand loyalty and customer satisfaction towards Enfagrow A+ MindPro Nutrition brand in Malaysia.

Brand awareness and customer satisfaction

Brand awareness is the likelihood that customers perceive the presence and accessibility of an organization's product or services. Making the brand awareness by an organization is one of the key steps to advance the organization's existence. Brand awareness comprises of both brand acknowledgement and brand performance review. Brand acknowledgement is when customers perceived a brand as one, which the customer has already been presented to. Brand performance review is when customers recover the brand when they think of a product. The most effective and straightforward way to promote a product is via brand awareness. When customers make quick decision in purchasing a product, this means customers aware of the brand. The more customers

181



relate and remember the brand, the more customers are confident and satisfied with the particular brand. It turned into customers' way of shopping trend when brand awareness is built up in the customer satisfaction in a brand (Mandagi et al., 2024; Sudirjo et al., 2023; Keller & Brexendorf, 2019). Keller and Kotler (2022) mentioned that the brand awareness is also known as brand knowledge. Brand knowledge can be classified in pyramid levels, and in each of the levels, each element provides the basic of the next level element. It quantifies the availability of the brand in memory (Praditya & Purwanto, 2024; Alam et al., 2023). Brand awareness also can be estimated through brand review or brand acknowledgment (Sutrisno et al., 2023). It mirrors the capacity of customers to recover the brand from memory when given the type of products, the necessities satisfied by the category. Brand acknowledgement also found to mirrors the capacity of customers to affirm the earlier introduction to the brand (Saad & Nugraha, 2024; Rahmawan & Suwitho, 2023; Abbas et al., 2021) .

In contrast, although traditional marketing theory assumes that heightened brand awareness leads to customer satisfaction, several past empirical studies challenge this notion. For example, Malik (2020) demonstrated that while brand awareness had a significant relationship with loyalty, its effect on customer satisfaction in Delhi fast food outlets was weak. Similarly, Ramli et al. (2023) found that brand awareness did not significantly predict customer satisfaction in Go-Ride services ($t = 1.765$, $p = .083$). In motorbike purchasing contexts, Serang (2019) revealed no direct impact of brand awareness on satisfaction among Honda and Yamaha consumers. In bottling water markets, Adelia and Rusdianto (2024) reported brand awareness was non-significant, while brand trust strongly influenced satisfaction. Lastly, Nabila and Rubiyanti (2023) found that for Chatime drinkers, brand awareness's effect on satisfaction was positive but statistically insignificant. Additionally, the branding literature frequently posits brand awareness as a precursor to satisfaction, surprisingly little Malaysian infant nutrition research contradicts this link. For instance, Ahmad et al. (2020) conducted a focused review on Mead Johnson Nutrition in Malaysia and found that brand awareness significantly contributed to customer satisfaction, not its absence. Other local studies, such as those by Mohamad Nizam (2019) in FMCG settings, emphasized the connection between awareness and loyalty but didn't empirically assess satisfaction. Similarly, Butkouskaya et al., (2023) delved into integrated marketing communications and awareness but omitted satisfaction outcomes. This lack of empirical evidence challenging the awareness towards satisfaction pathway especially within an infant nutrition context. Collectively, these studies suggest that in many consumer settings, brand awareness



must be augmented by trust, image, or quality to influence satisfaction, a pattern that may similarly apply to the Enfagrow A+ MindPro context in Malaysia. This simultaneously suggests an important gap. It underscores the need for this proposed research to rigorously test this relationship in the context of Enfagrow A+ MindPro Nutrition in Malaysia. Due to these inconsistencies of findings from the past, it is crucial to unearth the connection between brand awareness towards the satisfaction development. Thus, the following hypothesis is proposed hypothesis in the present study:

H₃: There is a significant relationship between brand awareness and customer satisfaction towards towards Enfagrow A+ MindPro Nutrition brand in Malaysia.

Perceived quality and customer satisfaction

Customer satisfaction is fundamentally related to perceived quality. We can reason that customers have more expectation than the actual they received. In the event to improve customer satisfactions, organizations will intend to progressively influence customers' perceived quality than changing the customers' expectations. Perceived quality is characterized as customers' judgement about a business's general predominance (Ahmadi & Ataei, 2024; Koech et al., 2023; Masrun et al., 2023; Aaker, 1991; Zeithaml, 1991). In basic words, it is customers' assessment of service performance received, and the assessment is not based on service quality, but rely on customers' memory and feelings (Zeithaml, 1988). The role of perceived quality in customer satisfaction is built up but the conditions are under various components of impact or would not impact the customer satisfaction (Alzaydi, 2024; Islami et al., 2024).

In the eyes of customer, the view of a brand and the characteristics is an individual framework in the mind of each person (Zeithaml, 1988). Thus, differences in every individual in this way make the relativity of seeing the brand characteristics in different levels. According to Syahlani et al., (2024), despite the fact that customer is the king and is the best judge of the brand execution which converts into quality as a reference, the parameters for the product and services are widely contrast. Sharif et al., (2024) added that, it is the substantial quality and non-substantial quality factors which needs further understanding. The quality measurement perceived for the product is toughness, execution, highlights, user friendly, which appeals to customers (Maemunah et al., 2023). These are firmly connected to the utilization and the usefulness of the product to meet the customer needs (Masrun et al., 2023). Despite the fact that the product is a voice of the customer, however interpreting the customers' requests into the product is a



key idea for branding (Saputri et al., 2024). They added that, the quality indicates the guarantee on the reliability of the brand to rehash the repeat purchase which builds up customer satisfaction that leads to brand loyalty, similarly to the opinions from Islami et al., (2024) and Alzaydi (2024). Both agreed that, customers are paying for the perceived quality of the brand that they are satisfied in terms of the design, functionality or quality of the product. Furthermore, Zeithaml (1991) and Rai et al., (2023) added that the perceived quality additionally characterizes the default quality criteria which customers set expectation as a yield of the product. Sharif et al., (2024) confirmed that the repeat purchase is subject to the quality of the presentation of the brand which the customers had purchased. Moreover, Zeithaml (1988) stated that the value customers perceived is the measurement of customer satisfaction which then act as the advantages inferred utilizing the brand (Islami et al., 2024).

However, while traditional marketing theory posits a strong positive link between perceived quality and customer satisfaction, emerging evidence challenges this assumption in specific contexts like infant nutrition (Ling et al. 2024; Wang et al. 2024; The Star, 2023) and other contexts (Suchanek & Bucicova, 2025; Kristiawan et al., 2021; Mahsyar & Surapati, 2020). Additionally, despite the intuitive link, recent literature questions the direct impact of perceived quality on customer satisfaction in infant nutrition. For instance, Wang et al. (2024) found that perceived quality did not significantly influence purchase intention in Chinese infant milk formula, exerting only indirect effects through behavioural control. This study on the infant milk formula (IMF) in Chinese found that **perceived product quality** did *not* have a significant **direct** effect on brand satisfaction and purchase intention. Instead, its effect was **entirely indirect**, mediated by perceived behavior control. The authors report that perceived product quality showed significant effects towards satisfaction and purchase intention. Similarly, Ling et al. (2024) reported that packaging and freshness had no significant association with satisfaction in Malaysian fast-food settings. This comparative survey at KFC outlets across Malaysia, India, and Indonesia reported that **packaging, presentation and freshness** had **no significant effect** on customer satisfaction. The study illustrating situations where quality aspects do *not* matter . Although not about infant nutrition per se, it demonstrates analogous null findings in food quality towards satisfaction. Results showed that neither packaging nor freshness significantly influenced satisfaction (β not reported). Moreover, The Star (2023) reported that most health and nutrition claims by infant formula brands in Malaysia lack robust scientific evidence. These findings imply that perceived quality may not always directly drive satisfaction in infant nutrition markets. This 2023 investigative report in *The*



Star noted that **most health and nutrition claims** made by infant formula firms are **not backed by high-quality evidence**, casting doubt on perceived quality signals. This undermines the presumed link between perceived quality and satisfaction. All of these findings call into question the universality of the perceived quality–satisfaction relationship, especially in emotionally sensitive or highly regulated markets like infant nutrition. Thus, based on the above literatures, the following hypothesis is proposed:

H₄: There is a significant relationship between perceived quality and customer satisfaction towards Enfagrow A+ MindPro Nutrition brand in Malaysia.

Proposed Research Framework

This research has built up the conceptual framework and has supported the variables and sub-variables from the preceding literature review. Customer satisfaction is the distinguished dependent variable from this research, whereas brand image, brand loyalty, brand awareness and perceived quality are the independent variables. The independent variables have indirect impact on the dependent variables. Thus, the proposed framework is in Figure 4 as below:

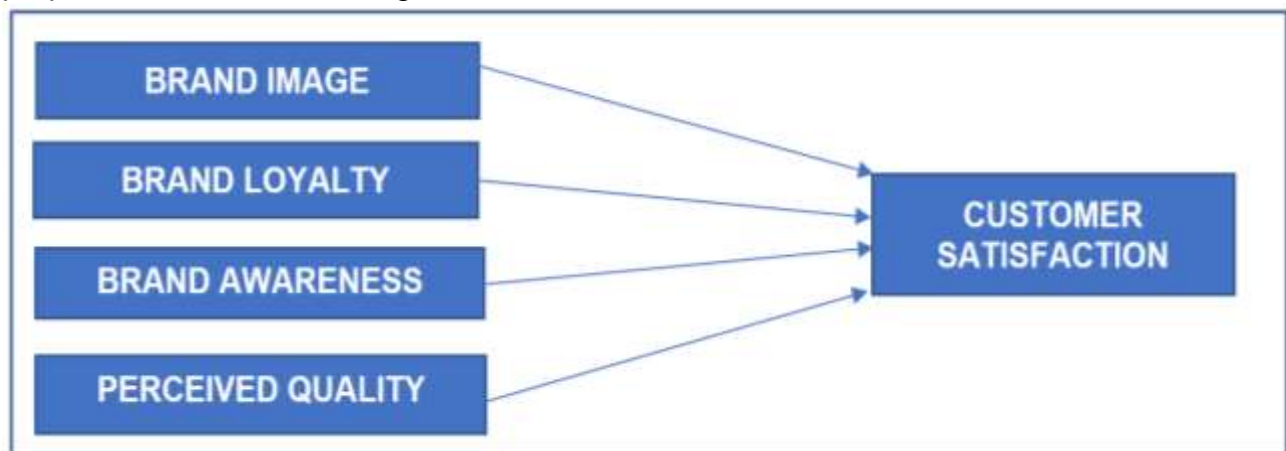


Figure 4: Proposed Research Framework – Impact of Branding of Customer Satisfaction

This research framework is the result of an inter-connected course of thoughts (theories) on how a specific event works or how it is related to its parts. It is a structure that fills in a reason to comprehend the causal or correlational examples of the inter-

connections across occasions, ideas, perceptions, thoughts, information and other segment of involvement which are related to the branding study on the Enfagrow A+ MindPro context in Malaysia.

METHODOLOGY

This study proposed to adopt a **quantitative, cross-sectional, explanatory research design**, suitable for examining the relationships between branding variables (brand image, brand loyalty, brand awareness, and perceived quality) and customer satisfaction in the context of Enfagrow A+ MindPro in Malaysia. A **deductive research approach** is proposed, which begins with established theories such as Keller's Brand Equity Model and the ACSI Model. The research hypotheses are then will be empirically tested using structured quantitative data. The target population for this study comprises customers (primarily parents) and vendors who have purchased Enfagrow A+ MindPro, either through retail outlets or online platforms across Malaysia. Given the nature of the product and its availability through various distribution channels, both end-users and supply chain actors are integral to capturing a comprehensive view of brand experience and satisfaction. The study employs a **non-probability convenience sampling technique**, which is suitable for exploratory and perception-based studies where accessibility and responsiveness of participants are prioritized (Saunders et al., 2019). Customers will be approached at retail stores, baby fairs, clinics, and parenting communities, while vendors will be recruited through online platforms and supplier networks. This pragmatic approach is particularly advantageous in high-involvement product categories like infant nutrition, where reaching decision-makers (parents) is more feasible through targeted online and offline interactions.

Proposed Data Collection Procedures, Scales and Measurements

Data will be collected through a **self-administered questionnaire**, distributed both in physical form (at retail stores, paediatric clinics Or baby fairs) and digitally (via Google Forms shared through parenting networks and vendor mailing lists). The questionnaire will consist of **several structured sections** based on each construct. It will begin with screening questions (respondent purchase experience towards Enfagrow A+ MindPro and the methods of purchase) in Section A. This screening questions are crucial to eliminate unnecessary responses from non-qualified respondents which could affect the legitimacy of the data collected. The questionnaire set then will be followed by the preliminary section (Section B) which is the demographic section that going to collect the

186



demographic Information of the respondents. It then followed by Section C (Brand Image), Section D (Brand Loyalty), Section E (Brand Awareness) and Section F (Perceived Quality). All these four sections will consist of items that measure the independent variables of this present study. The final section will be Section G (Customer Satisfaction) that will merely be focused on the dependent variable of this study. All variables will be measured using **5-point Likert scales** ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The questionnaire was prepared in English with items translated into Malay for bilingual respondents. All the scale items will be adapted from the following past sources and will be pre-tested in a pilot survey of 30 respondents to ensure clarity and reliability.

Table 1: Proposed Scale Items and Measurement

Variable	No. of Items	Source
Brand Image	4	Keller (1993); Hossain et al. (2024)
Brand Loyalty	4	Widiyantoro & Kuswati (2024), Keller (2001)
Brand Awareness	4	Keller & Kotler (2022); Mandagi et al. (2024)
Perceived Quality	5	Zeithaml (1991); Ahmadi & Ataei (2024)
Customer Satisfaction	5	ACSI; Ilias & Shamsudin (2020); Dewi et al. (2024)

Proposed Statistical and Data Analysis Techniques

To analyze the data and test the hypothesized relationships, the study proposes a series of statistical procedures using SPSS and AMOS software. **Descriptive statistics** will be used initially to profile respondents based on demographic information. **Reliability analysis**, primarily using Cronbach's alpha, will assess the internal consistency of measurement items for each construct. **Confirmatory Factor Analysis (CFA)** will then be conducted to validate the measurement model, ensuring that each item significantly loads onto its respective latent variable. Following this, **Multiple Regression Analysis** will be employed to test the direct relationships between branding dimensions (brand image, brand loyalty, brand awareness, perceived quality) and customer satisfaction. If the sample size allows, **Structural Equation Modeling (SEM)** will be adopted to simultaneously evaluate the proposed model's fit and assess both direct and indirect paths among variables, offering a robust understanding of the causal linkages in the framework (Hair et al., 2020).



EXPECTED RESULT

Based on the above reviews and discussions, it is predicted that all proposed hypotheses will be accepted. Thus, the following findings are expected to be reported:

Table 2: Expected Results

Hypotheses	Expected Result
<i>H₁: There is a significant relationship between brand image and customer satisfaction towards Enfagrow A+ MindPro Nutrition brand in Malaysia</i>	Accepted
<i>H₂: There is a significant relationship between brand loyalty and customer satisfaction towards Enfagrow A+ MindPro Nutrition brand in Malaysia.</i>	Accepted
<i>H₃: There is a significant relationship between brand awareness and customer satisfaction towards Enfagrow A+ MindPro Nutrition brand in Malaysia</i>	Accepted
<i>H₄: There is a significant relationship between perceived quality and customer satisfaction towards Enfagrow A+ MindPro Nutrition brand in Malaysia.</i>	Accepted

I.

CONCLUSION AND IMPLICATION

The review was carried out to understand the role of branding on customer satisfaction on *Enfagrow A+ MindPro Nutrition* in Malaysia. This study concludes that **branding significantly impacts customer satisfaction** within the infant nutrition sector, particularly for *Enfagrow A+ MindPro* in Malaysia. The findings contribute to **theoretical advancement** by exploring reverse causality where **brand loyalty may precede satisfaction**, contrary to traditional customer satisfaction models. Moreover, it tends to be concluded that *Enfagrow A+ MindPro Nutrition* in Malaysia will definitely set up an extraordinary branding strategy for its products. What is more, *Enfagrow A+ MindPro Nutrition* in Malaysia will surely imparts its branding differently to customers, making sure that the customers understand what the organization's branding are representing for. Moreover, the company's branding which factors impact customer satisfaction and, therefore, will guarantees the advantages and encounters which do not surpass a customer's expectation, but instead fulfil the customers so as to gain their brand loyalty.



The research is expected to reveal beneficial empirical evidences which would be useful for *Enfagrow A+ MindPro Nutrition Brand* in Malaysia, the infant nutrition industries and researchers as well as the other infant nutrition companies in Malaysia to be increasingly mindful and receptive to customers feedbacks and needs. It is noted that there was insufficient prior research being conducted on the infant nutrition industry in Malaysia, and this present study proposed an exclusive and pioneer exploration on the *Enfagrow A+ MindPro Nutrition* which opens the portal, generates a model and set guidelines to researchers and practitioner to lead such research and analysis.

Theoretically, this study will contribute significantly to branding and satisfaction literature by offering a **contextualized extension of Keller's Customer-Based Brand Equity (CBBE) model** and the **American Customer Satisfaction Index (ACSI)** framework. By applying these models in the Malaysian infant nutrition sector, the study addresses a critical gap in understanding brand equity and satisfaction in high-trust, high-involvement categories. Notably, the study posits that **brand loyalty can precede and influence satisfaction**, challenging the traditional linear view that positions satisfaction as the antecedent to loyalty. This reversed directionality, when empirically supported, introduces a **novel theoretical perspective** that underscores emotional commitment and perceived safety as potential precursors to satisfaction which especially relevant in the parenting and child-nutrition domains.

From a managerial perspective, the findings provide actionable insights for brand managers and marketers of *Enfagrow A+ MindPro* and similar infant formula brands in Malaysia. The results emphasize the importance of cultivating **brand trust, emotional resonance, and consistent quality communication** to enhance customer satisfaction and loyalty. Marketing strategies should prioritize emotional branding, paediatric endorsements, and parent-cantered narratives that reinforce perceived safety and developmental benefits. Additionally, **digital and retail vendors** are encouraged to support these branding strategies through tailored customer engagement, after-sales service, and loyalty programs that reward repeated purchases. This dual-channel strategy can significantly enhance brand satisfaction and long-term customer retention.

SUGGESTIONS FOR FUTURE RESEARCH

Future studies are encouraged to embark into empirical study by adopting the proposed present study to test all the hypothetical assumptions to see the real connection between all variables on the satisfaction towards *Enfagrow A+ MindPro* brand in Malaysia. Additionally, future studies could enhance the **generalizability** of findings by

189



employing **probability sampling techniques**, enabling more representative insights across Malaysia's diverse demographic segments. Moreover, **longitudinal research designs** could explore how brand satisfaction and loyalty evolve over time, especially across different child development stages. Cross-cultural comparative studies between urban and rural populations, or between Malaysia and other ASEAN nations, would also provide valuable insights into **cultural moderating effects** on branding and satisfaction relationships. To enrich theoretical understanding, future research may introduce **mediating variables** such as brand trust or **moderators** like parental education, income, or digital literacy. Lastly, integrating **qualitative methods**, such as in-depth interviews or focus groups with mothers, could yield deeper psychological and emotional insights into brand perception, further enriching the consumer-brand relationship literature.

ACKNOWLEDGEMENT

Our special thanks also go to the editor of the publication, and also to everyone at the impact hub for their assistance towards completing this research. Thank you for your support and encouragement! To our parents and family, JazakAllah for the endless support. Finally, to Mak (Hjh. Normah Hj. Hashim) and Bak (Hj. Ahmad Hj. Akib), may Allah grant you both with His Jannah. Aamiin Ya Rabb. I love Mak and Bak until the end of my life. Thank you for everything. Aamiin Ya Rabb.

REFERENCES

- 6Wresearch. (2025). Malaysia Infant Formula Milk Powder Market (2024–2030). Retrieved from <https://www.6wresearch.com/industry-report/malaysia-infant-formula-milk-powder-market> on 15th February 2025.
- Aaker, D. (1991). Brand equity. *La gestione del valore della marca*, 347, 356.
- Aaker, J. (1991). The negative attraction effect? A study of the attraction effect under judgment and choice. *Advances in Consumer Research*, 18(1).
- Abbas, U., Islam, K. A., Hussain, S., Baqir, M., & Muhammad, N. (2021). Impact of brand image on customer loyalty with the mediating role of customer satisfaction and brand awareness. *International Journal of Marketing Research Innovation*, 5(1), 1-15.
- Abdullah, R. F., & Sugiat, M. A. (2025). Analysis Of The Influence Of Service Quality And Customer Satisfaction At Customer Loyalty And Corporate Image In Tge Company It Service Delivery Pt Xyz. *International Journal of Science, Technology & Management*, 6(1), 129-134.



- Adelia, N., & Rusdianto, R. Y. (2024). The Influence of Brand Awareness and Brand Trust on Brand Loyalty through Customer Satisfaction as an Intervening Variable (Study on Aqua Drinking Water Consumers in Surabaya). *East Asian Journal of Multidisciplinary Research*, 3(3), 1061–1072.
- Ahmad, A. H., Masri, R., & Idris, I. (2020). *Critical review on the role of branding towards customer satisfaction: A story from Mead Johnson Nutrition, Malaysia* [Unpublished manuscript].
- Ahmad, R., & Buttle, F. (2002). Customer retention management: a reflection of theory and practice. *Marketing intelligence & planning*, 20(3), 149-161.
- Ahmadi, A., & Ataei, A. (2024). Emotional attachment: a bridge between brand reputation and brand advocacy. *Asia-Pacific Journal of Business Administration*, 16(1), 1-20.
- Akbar, N., Ghutai, G., & Yousafzai, M. T. (2024). An Integrated Framework for Assessing the Interplay between Corporate Ability Associations and the Customer-Based Brand Equity Model Dimensions. *International Journal of Social Science Archives (IJSSA)*, 7(2).
- Akdogan, C. B., Uray, N., Ulengin, B., & Kiygi-Calli, M. (2025). A holistic empirical approach to marketing activities and performance interaction in banking industry: the mediating role of customer-based brand equity. *Business Process Management Journal*, 31(2), 708-735.
- Akhsani, L. W. (2025). Analyzing the Role of Customer-Based Brand Equity (CBBE) in Shaping Purchase Intention on Instagram: A Study in the Beauty Industry. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 8(2), 4444-4465.
- Aaker, D. (2009). Aaker's brand equity model. *European Institute for Brand Management*, 1-3.
- Akram, M. R., uz Zaman, S., Alam, S. H., & Tariq, N. (2025). Impact of Product Pricing, Packaging Information, and Brand Trust on Consumer Purchase Intention and Loyalty. *Journal of Management & Social Science*, 2(1), 247-283.
- Alam, K., Chowdhury, M. Z. A., Jahan, N., Rahman, K., Chowdhury, R., Mia, M. T., & Mithun, M. H. (2023). Relationship between Brand Awareness and Customer Loyalty in Bangladesh: A Case Study of Fish Feed Company. *Journal of Knowledge Learning and Science Technology ISSN: 2959-6386 (online)*, 2(3), 212-222.



- Ali, F., & Muqadas, S. (2015). The impact of brand equity on brand loyalty: The mediating role of customer satisfaction. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 9(3), 890-915.
- Alyahya, M., & Agag, G. (2025). How Does Corporate Environmental Performance Contribute to Firm Performance and Customer Satisfaction? A Longitudinal Investigation. *Sustainability*, 17(4), 1644.
- Alzaydi, Z. (2024). Examining the mediating effect of multi-channel integration quality in the relationship with service quality, customer satisfaction and customer loyalty in the Saudi banking sector. *Management & Sustainability: An Arab Review*, 3(2), 132-149.
- Anderson, R. E., & Srinivasan, S. S. (2003). E-satisfaction and e-loyalty: A contingency framework. *Psychology & marketing*, 20(2), 123-138.
- Ardelia, D. A., & Saputro, E. P. (2025). The Influence of Brand Image and Price Perception on Customer Loyalty to Apple Smartphones with Customer Satisfaction as Mediation. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 8(1), 2151-2167.
- Baalbaki, S., & Guzmán, F. (2016). Consumer-based brand equity. In *The Routledge companion to contemporary brand management* (pp. 32-47). Routledge.
- Bagheri, F., Guerreiro, M., Pinto, P., & Ghaderi, Z. (2024). From tourist experience to satisfaction and loyalty: Exploring the role of a sense of well-being. *Journal of Travel Research*, 63(8), 1989-2004.
- Brecka, J. (1994). The American customer satisfaction index. *Quality Progress*, 27(10), 41.
- Bloemer, J. M., & Kasper, H. D. (1995). The complex relationship between consumer satisfaction and brand loyalty. *Journal of economic psychology*, 16(2), 311-329.
- Butkouskaya, V., Oyner, O., & Kazakov, S. (2023). The impact of omnichannel integrated marketing communications (IMC) on product and retail service satisfaction. *Journal of Economics, Finance and Administrative Science*, 28(56), 319-334.
- Catherine, S., Kiruthiga, V., Suresh, N. V., & Gabriel, R. (2024). Effective Brand Building in Metaverse Platform: Consumer-Based Brand Equity in a Virtual World (CBBE). In *Omnichannel Approach to Co-Creating Customer Experiences Through Metaverse Platforms* (pp. 39-48). IGI Global.



- Chatzi, S., Peitzika, E., & Konsolaki, G. (2024). Enhancing brand loyalty: A relationship marketing perspective within the context of contractual services. *Journal of Relationship Marketing*, 23(4), 272-304.
- Chinomona, R. (2013). The influence of brand experience on brand satisfaction, trust and attachment in South Africa. *The International Business & Economics Research Journal (Online)*, 12(10), 1303.
- Costa, A., & Antunes, J. (2025). Determinants of relational marketing in customer satisfaction and loyalty: a study applied to products of mass consumption in Portugal. *International Journal of Education Economics and Development*, 16(1-2), 106-119.
- Dam, S. M., & Dam, T. C. (2021). Relationships between service quality, brand image, customer satisfaction, and customer loyalty. *The Journal of Asian Finance, Economics and Business*, 8(3), 585-593.
- Dananjoyo, R., & Udin, U. (2025). The mediating role of brand experience in the relationship between social media marketing activities and customer-based brand equity. *Multidisciplinary Reviews*, 8(6), 2025187-2025187.
- Dewi, A. A. A. R. S., Indiani, N. L. P., & Wahyuni, N. M. (2024). The Role of Trust in Mediating the Influence of Service Quality and Customer Satisfaction on Customer Loyalty in the Money Changer Industry Badung Regency. *International Journal of Environmental, Sustainability, and Social Science*, 5(3), 497-512.
- Dick, A. S., & Basu, K. (1994). Customer loyalty: toward an integrated conceptual framework. *Journal of the Academy Of Marketing Science*, 22, 99-113.
- Dobrokhotoy, V. (2023). *The art of after-sales marketing: Turning satisfied customers into loyal brand advocates*. Virtual Inspiration.
- DOSM. (2025). Malaysian Population Table: Metadata, Department of Statistics Malaysia (2025). Retrieved from https://open.dosm.gov.my/data-catalogue/population_malaysia_on_12th_February_2025.
- Đurić, N. (2024). Conceptual model of key predictors and consequences of customer satisfaction. *Anali Ekonomskog fakulteta u Subotici*, 60(51), 63-79.
- Dwivedi, R. K., Lohmor Choudhary, S., Dixit, R. S., Sahiba, Z., & Naik, S. (2024). The Customer Loyalty vs. Customer Retention: The Impact of Customer Relationship Management on Customer Satisfaction. In *Web Intelligence* (Vol. 22, No. 3, pp. 425-442). Sage UK: London, England: SAGE Publications.
- EMIS. (2025). Financial Value of Mead Johnson Nutrition (Malaysia) Sdn. Bhd. (2020 – 2023). Retrieved from <https://www.emis.com/php/company->



- [profile/MY/Mead_Johnson_Nutrition_Malaysia_Sdn_Bhd_en_4226415.html](#) on 4th April 2025.
- Etrata Jr, A. E., Macatual, S. S., Lee, J. M. M., & Raborar, J. L. O. (2025). Service Quality of Quick Service Restaurants as Perceived by Millennials Using the SERVQUAL Model: The Mediating Effects of Corporate Image and Customer Trust. *Review of Integrative Business and Economics Research*, 14(1), 498-518.
- Ferdiawan, Y., Hermawan, A., Wardana, L. W., & Arief, M. (2018). Satisfaction as effect mediation of brand image and customer relationship management on customer's loyalty. *KnE Social Sciences*, 34-50.
- Fornell, C., Johnson, M. D., Anderson, E. W., Cha, J., & Bryant, B. E. (1996). The American customer satisfaction index: nature, purpose, and findings. *Journal of marketing*, 60(4), 7-18.
- Ghaderi, Z., Omidvar, M. S., Hosseini, S., & Hall, C. M. (2024). Corporate social responsibility, customer satisfaction, and trust in the restaurant industry. *Journal of Foodservice Business Research*, 1-32.
- Górska-Warsewicz, H., & Kulykovets, O. (2020). Hotel brand loyalty—A systematic literature review. *Sustainability*, 12(12), 4810.
- Guru, R. R. D., Paulssen, M., & Japutra, A. (2024). Role of brand attachment and satisfaction in driving customer behaviors for durables: a longitudinal study. *European Journal of Marketing*, 58(1), 217-254.
- Hair Jr, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of business research*, 109, 101-110.
- Harriet, N., Arthur, N., Komunda, M. B., & Mugizi, T. (2024). Service quality, customer loyalty and customer retention among private health care services in mbarara city. *Open Journal of Social Sciences*, 12(01), 101-126.
- Homburg, C., Koschate, N., & Hoyer, W. D. (2006). The role of cognition and affect in the formation of customer satisfaction: a dynamic perspective. *Journal of marketing*, 70(3), 21-31.
- Hossain, M. I., Akter, N., & Muzareba, A. M. (2024). Brand management. In *Marketing in a Transition Economy: New Realities, Challenges, and Prospects* (pp. 233-271). Singapore: Springer Nature Singapore.
- Hussain, K., Fayyaz, M. S., Shamim, A., Abbasi, A. Z., Malik, S. J., & Abid, M. F. (2024). Attitude, repurchase intention and brand loyalty toward halal cosmetics. *Journal of Islamic Marketing*, 15(2), 293-313.



- Ibrahim, B., & Aljarah, A. (2024). The role of social media marketing activities in driving self-brand connection and user engagement behavior on Instagram: a moderation-mediation approach. *European Journal of Innovation Management*, 27(5), 1723-1742.
- Ilias, S., & Shamsudin, M. F. (2020). Customer satisfaction and business growth. *Journal of Undergraduate Social Science and Technology*, 2(2).
- Islami, V., Rizan, M., Wibowo, S. F., & Sebayang, K. D. A. (2024). Study of Service Quality, Trust and Brand Image on Customer Satisfaction and Customer Loyalty of Beauty Clinic Consumers: Literature Review. *Journal of Law, Social Science and Humanities*, 1(2), 105-111.
- Jahan, N., & Shahria, G. (2022). Factors effecting customer satisfaction of mobile banking in Bangladesh: a study on young users' perspective. *South Asian Journal of Marketing*, 3(1), 60-76.
- Jahan, T., Jahan, A., Pallavi, M., Alekhya, M., & Lakshmi, M. S. (2024). A Study on Importance of Branding and Its Effects on Products in Business. *International Research Journal on Advanced Engineering and Management (IRJAEM)*, 2(04), 656-661.
- Janghyun, K. I. M. (2025). The Role of Customer Satisfaction Index (CSI) Award in Building Trust and Loyalty: A Retail Perspective Across Mature and Emerging Markets. *Journal of Distribution Science*, 23(3), 131-142.
- Johnson, M. D., Herrmann, A., & Huber, F. (2006). The evolution of loyalty intentions. *Journal of marketing*, 70(2), 122-132.
- Karim, R. A., & Rabiul, M. K. (2024). The relationships of corporate sustainability, customer loyalty, and word of mouth: the mediating role of corporate image and customer satisfaction. *Journal of Quality Assurance in Hospitality & Tourism*, 25(3), 421-441.
- Kataria, S., & Saini, V. (2020). The mediating impact of customer satisfaction in relation of brand equity and brand loyalty: An empirical synthesis and re-examination. *South Asian Journal of Business Studies*, 9(1), 62-87.
- Kaur, H., & Verma, H. V. (2024). Brand pride: concept and measurement. *Journal of Product & Brand Management*.
- Keller, K. L. (2023). Looking forward, looking back: developing a narrative of the past, present and future of a brand. *Journal of Brand Management*, 30(1), 1-8.



- Keller, K. L. (2001). Building customer-based brand equity: A blueprint for creating strong brands. Retrieved from <https://www.effentiicorp.com/wp-content/uploads/2014/08/CBBE.pdf>
- Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of marketing*, 57(1), 1-22.
- Keller, K. L., & Brexendorf, T. O. (2019). Strategic brand management process. *Handbuch markenführung*, 155-175.
- Keller, K. L., & Kotler, P. (2022). Branding in B2B firms. In *Handbook of business-to-business marketing* (pp. 205-224). Edward Elgar Publishing.
- Khan, U., & DePaoli, A. (2024). Brand loyalty in the face of stockouts. *Journal of the Academy of Marketing Science*, 52(1), 44-74.
- Kim, W. G., Ng, C. Y. N., & Kim, Y. S. (2009). Influence of institutional DINESERV on customer satisfaction, return intention, and word-of-mouth. *International journal of hospitality management*, 28(1), 10-17.
- Kini, A. N., Savitha, B., & Hawaldar, I. T. (2024). Brand loyalty in FinTech services: The role of self-concept, customer engagement behavior and self-brand connection. *Journal of Open Innovation: Technology, Market, and Complexity*, 10(1), 100240.
- Koech, A. K., Buyle, S., & Macario, R. (2023). Airline brand awareness and perceived quality effect on the attitudes towards frequent-flyer programs and airline brand choice-Moderating effect of frequent-flyer programs. *Journal of Air Transport Management*, 107, 102342.
- Kong, X., Zhang, Y., Lu, C., & Hu, J. (2025). The impact of brand perception of “standards+ certification” regional quality brands on consumer loyalty—the case of “Zhejiang manufacturing”. *Asia Pacific Journal of Marketing and Logistics*.
- Kristiawan, Y., Hartoyo, H., & Suharjo, B. (2021). Customer satisfaction: Service quality or product quality (case study at fast food restaurant in Jabodetabek). *Binus Business Review*, 12(2), 165-176.
- Kumar, V. (2024). Brand: “What Do You Think of Me?”. In *Valuing Customer Engagement: Strategies to Measure and Maximize Profitability* (pp. 61-75). Cham: Springer Nature Switzerland.
- Ling, L. H., Baliyan, M., Pa’at, N. N. B., Saroji, N. N. B., Salleh, N. S. B., Suhaimi, N. S. B., Arman, M., Qudsi, H., Rishi, S., & Kee, D. M. H. (2024). The Impact of Food Quality on Customer Satisfaction: A Study of Fast-Food Business. *International*



- Journal of Tourism and Hospitality in Asia Pasific*, 7(3), 417–430.
<https://doi.org/10.32535/ijthap.v7i3.3611>
- Lukman, L., Hamid, R. S., & Khaddapi, M. (2024, September). The Role of Customer Satisfaction in Increasing Trust and Return Intention On Shopee. In *International Conference of Business, Education, Health, and Scien-Tech* (Vol. 1, No. 1, pp. 1387-1395).
- Maemunah, S., Karyatun, S., & Digdowiseiso, K. (2023). The Influence of Product Quality, Price Perception, and Brand Image on The Purchase Decision of Bimoli Cooking Oil at Alfamart Minimarket in Pasar Minggu Area, South Jakarta. *Jurnal Syntax Admiration*, 4(4), 727-738.
- Mahendra, M., & Fadhilla, H. N. (2025). Analysis of the Influence Instagram Marketing Activities on Customer Based Brand Equity of the Local Skincare Brand Avoskin Beauty. *MEC-J (Management and Economics Journal)*, 9(1), 55-80.
- Mahsyar, S., & Surapati, U. (2020). Effect of service quality and product quality on customer satisfaction and loyalty. *International Journal of Economics, Business and Accounting Research (IJEBAAR)*, 4(01).
- Malik, R. (2020). Impact of brand commitment and brand awareness on brand loyalty with customer satisfaction as a mediator. *Journal of Advanced Science and Technology*, 29(8), 3272-3281.
- Mandagi, D. W., Pasuhuk, L. S., & Kainde, S. J. (2024). The Combined Effect of Brand Gestalt, Brand Awareness, and Brand Image on Ecotourism WOM Intention. *Jurnal Akuntansi, Keuangan, dan Manajemen*, 5(3), 161-175.
- MarkNtel Advisors. (2025). Malaysia Baby Food Market Research Report: Forecast (2024–2030). Retrieved from <https://www.marknteladvisors.com/research-library/malaysia-baby-food-market.html> on 15th February 2025.
- Masrun, S., Gisip, I. A., & Sumin, V. (2023). Effects of Perceived Quality and Brand Loyalty on Perceived Brand Equity of Sabah SMEs' Food Brands: The Moderating Role of Brand Credibility. *RES MILITARIS*, 13(1), 3769-3777.
- Matosas-López, L. (2025). The influence of brand credibility and brand loyalty on customer satisfaction and continued use intention in new voice assistance services based on AI. *Journal of Marketing Analytics*, 13(1), 180-201.
- Minsky, L., & Kotler, P. (2024). Sustainable Practices and Demarketing: An Interview with Philip Kotler. *Advertising & Society Quarterly*, 25(1).



- Mittal, V., & Kamakura, W. A. (2001). Satisfaction, repurchase intent, and repurchase behavior: Investigating the moderating effect of customer characteristics. *Journal of marketing research*, 38(1), 131-142.
- Mohamad Nizam, N. A. (2019). Brand loyalty on Fast Moving Consumer Goods (FMCG) among office workers in Kuala Lumpur. [Student Project] (Unpublished). Retrieved from <https://ir.uitm.edu.my/id/eprint/23581>
- Moon, J., Hwang, J., & Lee, W. S. (2024). Impact of corporate social responsibility on brand trust and brand loyalty: Case of Uber. *International Journal of Tourism Research*, 26(1), e2629.
- Nabila, A. S., & Rubiyanti, N. (2023). Pengaruh Brand Awareness, Brand Positioning, Dan Brand Image Terhadap Loyalitas Dengan Brand Satisfaction Sebagai Variabel Intervening. *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis dan Inovasi Universitas Sam Ratulangi)*, 10(2), 1526-1541.
- Najwan, H., Jian, O., Goh, W., Foo, Y., Azali, F., Gao, X., Tripathi, A., & Kee, D. (2024). Assessing Customer Trust, Satisfaction, and Loyalty in the Malaysian Ice Cream and Milk Tea Industry. *Journal of The Community Development in Asia*, 7(3), 355-373. doi:<https://doi.org/10.32535/jcda.v7i3.3504>
- Nam, J., Ekinci, Y., & Whyatt, G. (2011). Brand equity, brand loyalty and consumer satisfaction. *Annals of tourism Research*, 38(3), 1009-1030.
- Nguyen, H. M., Ho, T. K. T., & Ngo, T. T. (2024). The impact of service innovation on customer satisfaction and customer loyalty: a case in Vietnamese retail banks. *Future Business Journal*, 10(1), 61.
- Nofirda, F. A., & Susanto, P. (2024). Examining The Impact Of Customer Satisfaction and Brand Image toward Consumer Loyalty on Bank Syariah Indonesia. *Jurnal Manajemen Teknologi2*, 23(1), 38-47.
- Nur, F. T., & Haryanto, B. (2025). The Role of Customer Satisfaction in Mediating the Relation Between Brand Awareness and Purchase Behavior on Rayu. idn Fashion Products. *International Journal of Economics, Business and Management Research*.
- Oliver, R. L. (1999). Whence consumer loyalty?. *Journal of marketing*, 63(4_suppl1), 33-44.
- Ongsakul, V., Ngamcharoenmongkol, P., Kaewpijit, W., & Soonsiripanichkul, B. (2019). Customer-based cold chain equity: the application of customer-based brand equity on the food cold chain. *Journal for Global Business Advancement*, 12(5), 648-669.



- Pan, Y., & Chen, H. (2025). Securing Customer Loyalty in the Highly Competitive Chinese Hospitality Market: An Examination of the Influence of Sustainability, Service Quality, and Brand Equity. *Journal of Quality Assurance in Hospitality & Tourism*, 1-42.
- Pasla, P. R. Y., Sembiring, R. I., & Widyaningrum, S. (2025). The Effect of Customer Relationship Management (CRM) on Customer Loyalty with Satisfaction as a Mediating Variable at BRI Galunggung Branch. *Formosa Journal of Multidisciplinary Research*, 4(4), 1955-1974.
- Praditya, R. A., & Purwanto, A. (2024). The Role of Viral Marketing, Brand Image and Brand Awareness on Purchasing Decisions. *PROFESOR: Professional Education Studies and Operations Research*, 1(01), 11-15.
- Raddats, C., Roper, S., & Ashman, R. (2024). The role of services in creating brand loyalty for B2B manufacturers. *Journal of Business Research*, 174, 114506.
- Rahman, K. O., Rezvi, R. I., Nasrullah, F., Islam, M. S., Hasan, M., Khanam, A., & Akash, A. H. (2025). Business Model Canvas: Business Analytics on Gas stations with C-stores in United States. *Journal of Business and Management Studies*, 7(1), 180-185.
- Rahmawan, G., & Suwitho, S. (2023, April). The influence of brand image, brand awareness, perceived quality on school shoes purchase intention. In *Proceeding 1st International Conference on Business & Social Sciences (ICOBUSS)*.
- Rai, S., Wai, P. P., Koirala, P., Bromage, S., Nirmal, N. P., Pandiselvam, R., ... & Mehta, N. K. (2023). Food product quality, environmental and personal characteristics affecting consumer perception toward food. *Frontiers in Sustainable Food Systems*, 7, 1222760.
- Ramli, R. A., Hisyam, M., & Sinamo, J. A. (2023). The Impact of Brand Image, Brand Awareness, Service Quality, and Price on Customer Satisfaction with Go-Ride Services: A Case Study of Gojek in Management Students Class of 2019, Faculty of Economics & Business Riau Kepulauan University Batam. In *International Conference on Business Management and Accounting* (Vol. 2, No. 1, pp. 154-166).
- Redmond, G., Praino, R., & Siddiquee, N. (2017). Child deprivation in Malaysia.: Final report for UNICEF.
- Ringo, R. Y. S., Septyanto, D., & Ramli, A. H. (2023). Analysis of Factors Affecting Customer Satisfaction and Customer Loyalty in the Shopee Marketplace. *Majalah Ilmiah Bijak*, 20(2), 293-310.



- Rosado-Pinto, F., & Loureiro, S. M. C. (2024). Authenticity: Shedding light on the branding context. *EuroMed Journal of Business*, 19(3), 544-570.
- Saad, B., & Nugraha, R. N. (2024). Brand Image and Brand Awareness to The Success of The Beverage Business in The Market International (Case Study of Mixue Condet Raya). *West Science Journal Economic and Entrepreneurship*, 2(01), 102-110.
- Saputri, K. D., Safriyanti, F., & Yuliana, L. (2024). The impact of brand familiarity on brand credibility and perceived quality of brands, Marhen. J: an empirical analysis. *Jurnal Ekonomi*, 13(01), 1884-1892.
- Saunders, M. N., Lewis, P., Thornhill, A., & Bristow, A. (2019). Understanding research philosophy and approaches to theory development. *Research Methods for Business Students*. Harlow: Pearson Education, pp. 122–161.
- Sayin, E., & Gürhan-Canlı, Z. (2024). The influence of self-brand connection on consumer reactions to symbolic incongruity and perceived betrayal. *International Journal of Consumer Studies*, 48(2), e13011.
- Schreuder, P., Zeelenberg, M., & Pronk, T. M. (2024). How consumers define brand relationships: a prototype analysis. *Journal of Product & Brand Management*, 33(1), 43-56.
- Serang, S. (2019). The effect of brand awareness and quality perception of customer satisfaction through purchasing decisions Honda and Yamaha Motors (case study of Maros Muslim University students). *Business and Economic Research*, 9(4), 210-230.
- Setyorini, D., Tirtayasa, S., & Khair, H. (2023). The Effect Of Brand Image And Customer Relationship On Customer Loyalty Mediated By Customer Satisfaction At Primary School Al-Ulum. *Jurnal Ekonomi*, 12(01), 531-545.
- Sharif, S., Rehman, S. U., Ahmad, Z., Albadry, O. M., & Zeeshan, M. (2024). Consumer quality management for beverage food products: analyzing consumer'perceptions toward repurchase intention. *The TQM Journal*, 36(2), 431-459.
- So, K. K. F., Yang, Y., & Li, X. (2025). Fifteen years of research on customer loyalty formation: A meta-analytic structural equation model. *Cornell Hospitality Quarterly*, 66(2), 253-272.
- Suchanek, P., & Bucicova, N. (2025). The customer satisfaction model in the mobile telecommunications sector after Covid-19 pandemic. *PloS one*, 20(1), e0317093.
- Sudirjo, F., Sutaguna, I. N. T., Silaningsih, E., Akbarina, F., & Yusuf, M. (2023). The Influence of Social Media Marketing And Brand Awareness on Cafe Yuma



- Bandung Purchase Decisions. *Inisiatif: Jurnal Ekonomi, Akuntansi dan Manajemen*, 2(3), 27-36.
- Suh, J. C., & Youjae, Y. (2006). When brand attitudes affect the customer satisfaction-loyalty relation: The moderating role of product involvement. *Journal of consumer psychology*, 16(2), 145-155.
- Susanto, S. E., Toto, H. D., Krisnanto, B., Singkeruang, A. W. T. F., & Ramlah, R. (2022). The influence of brand loyalty and brand image on customer satisfaction. *Point of View Research Management*, 3(1), 70-80.
- Sutrisno, S., Jodi, I. W. G. A. S., Putra, S. A., Bakhar, M., & Hanafiah, A. (2023). Analisis Pengaruh Brand Image Dan Brand Awareness Terhadap Keputusan Pembelian Produk Minuman Street Boba. *Management Studies and Entrepreneurship Journal (MSEJ)*, 4(1), 571-578.
- Syafikah, N. N., & Asnawi, N. (2024). The Influence of Brand Image and Service Quality on Customer Loyalty with Customer Satisfaction as a Mediation Variable:(Case Study: Scarlett Whitening Consumer in Malang City). *American Journal of Economic and Management Business (AJEMB)*, 3(7), 163-173.
- Syahlani, S. P., Triatmojo, A., & Dewi, N. M. A. K. (2024). The Influence of certification on perceived product quality of livestock food products. In *IOP Conference Series: Earth and Environmental Science* (Vol. 1292, No. 1, p. 012026). IOP Publishing.
- Szulc, R. (2024). Customer Satisfaction In The Context Of Limiting The Competitiveness Of The Electronic Market By Digital Platforms On The Example Of AMAZON. Com Inc. *Scientific Papers of Silesian University of Technology. Organization & Management/Zeszyty Naukowe Politechniki Slaskiej. Seria Organizacji i Zarzadzanie*, (205).
- Tahir, A. H., Adnan, M., & Saeed, Z. (2024). The impact of brand image on customer satisfaction and brand loyalty: A systematic literature review. *Heliyon*, 10(16), e36254. [https://www.cell.com/heliyon/fulltext/S2405-8440\(24\)12285-2](https://www.cell.com/heliyon/fulltext/S2405-8440(24)12285-2)
- The Star (2023, March 11). *Most health claims on infant formula products not scientifically supported*. Retrieved from <https://www.thestar.com.my/lifestyle/health/2023/03/11/most-health-claims-on-infant-formula-products-not-scientifically-supported>
- Tian, F., Zhou, J., & Liu, F. (2025). Construction of the national fitness public service satisfaction model in China based on American Customer Satisfaction Index. *PloS one*, 20(1), e0317551.



- Wang, Y., Zhang, H., Chang, S., Yang, G., Wang, W., Lv, X., ... & Tang, K. (2024). The characteristics of formula milk marketing on health system: a qualitative study from Beijing and Jinan in China. *BMC Public Health*, 24(1), 3289.
- Widiyantoro, F. I. A., & Kuswati, R. (2024). Understanding the Influence of Brand Experience and Brand Satisfaction on Brand Loyalty: Mediated by Brand Love. *Journal of Humanities and Social Sciences Studies*, 6(2), 07-16.
- Wijaya, J., & Putra, S. D. (2023). Relationships between Service Quality, Brand Image, Customer Satisfaction, and Customer Loyalty of UC Makassar. *Jurnal Entrepreneur Dan Entrepreneurship*, 12(2), 107-120.
- Wiliyanto, W., & Wage, S. (2024). The influence of word of mouth, attractiveness and brand image on customer satisfaction PT. Leffindo Jaya logistics in Batam city. *Jurnal Ekonomi*, 13(01), 1036-1047.
- Wu, D., Zhou, Z., & Su, Z. (2025). Consumer negative opinions on stock returns: evidence from E-commerce reviews in China. *Financial Innovation*, 11(1), 1-28.
- Xiao, B., Kong, D., Huang, X., Cao, Y., & Wang, Y. (2023). Explore the Relationship Between Consumer Satisfaction and Consumer Loyalty Based on Four Industries. *Advances in Economics, Management and Political Sciences*, 45, 26-37.
- Yi, Y., & La, S. (2004). What influences the relationship between customer satisfaction and repurchases intention? Investigating the effects of adjusted expectations and customer loyalty. *Psychology & Marketing*, 21(5), 351-373.
- Yilmaz, V., & Sürmelioglu, Y. (2025). Measuring automobile service quality with the European customer satisfaction index model (ECSI): the moderating effect of trust. *The TQM journal*, 37(4), 1176-1200.
- Zeithaml, V. (1991). A. Parasuraman Leonard L. Berry. *Service Quality: Multidisciplinary and Multinational Perspectives*, 253.
- Zeithaml, V. A. (1988). Consumer perceptions of price, quality, and value: a means-end model and synthesis of evidence. *Journal of marketing*, 52(3), 2-22.
- Zha, D., Foroudi, P., Melewar, T. C., & Jin, Z. (2024). Examining the impact of sensory brand experience on brand loyalty. *Corporate Reputation Review*, 1-29.
- Zhang, J., Waldron, S., Dong, X., & Dai, X. (2024). Mediating Roles of Perceived Quality and Perceived Behaviour Control in Shaping Chinese Consumer's Purchase Intention for Domestic Infant Milk Formula (IMF). *Foods*, 13(19), 3099.



Zhu, Y. P., Xin, L., Wang, H., & Park, H. W. (2025). Effects of AI Virtual Anchors on Brand Image and Loyalty: Insights from Perceived Value Theory and SEM-ANN Analysis. *Systems*, 13(2), 79.

Appendix 1

Table 1: Research Items (Authors, 2025)

Variable	Adapted Items		Source
Brand Image	BI-1	Enfagrow has a trustworthy image.	Keller (1993); Hossain et al. (2024)
	BI-2	Enfagrow is associated with high-quality ingredients.	
	BI-3	I associate Enfagrow with good parenting values.	
	BI-4	The brand reflects a strong and positive identity.	
Brand Loyalty	BL-1	I regularly purchase Enfagrow A+ MindPro.	Widiyantoro & Kuswati (2024); Keller (2001)
	BL-2	I will continue to buy this brand even if other brands offer promotions.	
	BL-3	I would recommend Enfagrow to other parents.	
	BL-4	I feel emotionally attached to the Enfagrow brand.	
Brand Awareness	BA-1	I am aware of Enfagrow A+ MindPro as an infant formula brand.	Keller & Kotler (2022); Mandagi et al. (2024)
	BA-2	I can easily recall the Enfagrow brand when I think of infant formula.	
	BA-3	I recognize Enfagrow A+ MindPro packaging.	
	BA-4	I often see Enfagrow advertisements or promotions.	
Perceived Quality	PQ-1	Enfagrow provides consistent product quality.	Zeithaml (1991); Ahmadi & Ataei (2024)
	PQ-2	The product ingredients are safe and nutritious.	
	PQ-3	I believe the product is scientifically backed.	



	PQ-4	The price of Enfagrow reflects its quality.	
	PQ-5	I am confident in the product's health benefits.	
Customer Satisfaction	CS-1	I am satisfied with my overall experience using Enfagrow.	ACSI; Ilias & Shamsudin (2020); Dewi et al. (2024)
	CS-2	The brand meets my expectations.	
	CS-3	I made the right decision in choosing Enfagrow.	
	CS-4	I feel confident recommending this product to others.	
	CS-5	My satisfaction with Enfagrow makes me continue using it.	
Screening	S-1	Have you purchased Enfagrow A+ MindPro in the past 12 months?	Authors (2025)
	S-2	How do you usually purchase the product?	

