

Research Article

Analysis of the Body Shop's Green Marketing Mix Strategy

(A Case Study on the Implementation of Bring Back Our Bottles and Refill Station Programs as a Sustainable Innovation)

Nabila Fajrina^{1*}, Andriyanto², Rabi'ah Adawiyah³, Muhammad Firdaus Isfandi⁴

¹⁻⁴ Graphic Design Study Program, Printing Technology and Publishing Department, Politeknik Negeri Jakarta, Indonesia

* Corresponding Author: e-mail : nabila.fajrina@grafika.pnj.ac.id

Abstract: In response to the escalating challenge of packaging waste in the beauty industry, The Body Shop Indonesia has implemented a Green Marketing Mix through its Bring Back Our Bottles (BBOB) and Refill Station programs. This study aims to analyze the strategic implementation of this approach, assess consumer perceptions and engagement, and explore the inherent challenges and opportunities for future development. Employing a qualitative case study approach, the research collected data from five respondents who are The Body Shop consumers with prior participation in either the BBOB or Refill Station programs. Data were gathered through semi-structured interviews, observation, and a comprehensive literature review. Thematic analysis was subsequently performed, with findings validated through source and method triangulation. The results indicate that The Body Shop's Green Marketing Mix has been effectively implemented, particularly in the elements of product (environmentally friendly packaging), promotion (campaigns via digital and print media), and physical evidence (store design that promotes a natural ambiance). Despite positive consumer responses and a strengthened brand image, persistent obstacles were identified, including limited access to program locations and insufficient information dissemination. The programs were found to be effective in enhancing customer loyalty and hold significant potential for expansion, particularly through targeted education and collaborative initiatives with youth communities. This study recommends expanding the programs' geographical coverage, strengthening digital communication, and establishing strategic community partnerships. The findings are expected to make a meaningful contribution to the development of sustainable green marketing strategies within the beauty industry.

Keywords: Consumer Perception; Green Innovation; Green Marketing Mix; Sustainability; The Body Shop

Received: July 16, 2025
Revised: September 10, 2025
Accepted: November 5, 2025
Published: December 31, 2025
Curr. Ver.: December 31, 2025



Copyright: © 2025 by the authors.
Submitted for possible open
access publication under the
terms and conditions of the
Creative Commons Attribution
(CC BY SA) license
(<https://creativecommons.org/licenses/by-sa/4.0/>)

1. Introduction

Environmental degradation issues, particularly waste management, have become a global concern, including in Indonesia. Indonesia faces significant challenges in waste management, as reflected in data from the National Waste Management Information System (SIPSN) of the Ministry of Environment and Forestry (KLHK) as of July 24, 2024, which indicates that the total accumulated waste from 290 cities/regencies reached 31.9 million tons. Of this amount, only 63.3%, or 20.5 million tons, is properly managed, while 35.67%, equivalent to 11.3 million tons, remains unmanaged (BRIN, n.d.). Waste management is a complex challenge requiring active involvement from various stakeholders, including the government, private sector, and society (Lingga et al., 2024). Efforts are aimed at reducing waste generation, promoting recycling and resource reuse, and ensuring the safe disposal of non-recyclable waste (Elamin et al., 2018).

A significant contributor to the waste problem is the beauty industry, including skincare products (Irawati, 2024). According to data from Kompas.id, this industry produces 6.8 million tons of plastic waste annually in Indonesia, with 70 percent of it still inadequately processed (Nita, n.d.). The increasing volume of waste has heightened public awareness of the environmental impact of products, encouraging more environmentally friendly consumer behaviors (Romansyah et al., 2024) and indirectly prompting brands to support programs

focused on natural products, eco-friendly packaging, and sustainable production processes to maintain customer loyalty and support sustainability (Shalmont, 2020). In the modern era, companies can no longer ignore environmental and social issues; hence, sustainability has become an integral part of business strategy (Pradipta & Praharsiwi, n.d.), including for The Body Shop Indonesia, which has long embraced these principles.

As part of its commitment to sustainability, The Body Shop Indonesia has launched the Bring Back Our Bottles (BBOB) program since 2008, encouraging consumers to return used product packaging to designated stores for recycling (Bahraini, n.d.). To support environmental issues, The Body Shop Indonesia also initiated the #KerenTanpaNyampah campaign, aimed at educating consumers about responsible lifestyles by reducing cosmetic packaging waste (Ermaningtiastuti, 2024). Although the packaging return program had been previously implemented, The Body Shop Indonesia has enhanced it by launching Bring Back Our Bottles 2.0 and adopting a full circular economy concept through the provision of refill stations (Ermaningtiastuti, 2024).



Figure 1. Refill Station

Source: thebodyshop.co.id/about-us/refill-station

The urgency of this research lies in the critical need to gain a deep understanding of the effectiveness of the Green Marketing Mix strategy in enhancing consumer awareness and engagement with sustainability practices within the beauty industry. Previous studies have shown that although various sustainability-based programs have been implemented by companies such as The Body Shop, questions remain regarding the extent to which consumers comprehend, accept, and respond to programs like Bring Back Our Bottles and Refill Station (Yang & Hamid, 2024; Sudirja et al., 2023). Furthermore, this study will examine the challenges encountered in implementing these sustainability programs to identify areas that require optimization. This analysis is grounded in the understanding that consumer perceptions of green products are influenced by factors such as product attributes and levels of environmental awareness (Djajadiwangsa & Alversia, 2022).

In the business context, adopting effective green marketing strategies not only assists companies in achieving environmental goals but also adds value by enhancing consumer loyalty and trust. Research indicates that integrated green marketing strategies can foster positive consumer attitudes toward products and encourage more sustainable purchasing behaviors (Agustini et al., 2019; Shimul et al., 2021). Therefore, this study is essential to identify the success factors and obstacles in implementing green marketing strategies, enabling companies to develop more effective and impactful strategies (Kahraman & Kazamcoğlu, 2019). By understanding consumer attitudes and preferences, companies can design products better aligned with consumer expectations and increase their engagement in sustainability practices (Pudaruth et al., 2015).

Previous research on the implementation of green marketing strategies by cosmetic companies, including The Body Shop, reveals varied focuses and gaps. For example, Pradipta & Praharsiwi (n.d.) highlight communication and sustainability promotion strategies through the Refill Station but do not comprehensively examine the application of the Green Marketing Mix within the program. Febriane's study (2022) analyzes The Body Shop's green marketing strategies globally but does not specifically investigate how Indonesian consumers respond to the Bring Back Our Bottles and Refill Station programs or the challenges arising in their implementation. Shalmont (2020) compares Indonesian consumers' readiness to manage plastic packaging waste in the beauty sector with regulations in Indonesia and Korea but emphasizes policy and regulatory aspects without addressing green marketing implementation from a business and marketing perspective. Another study by Permata (2019) focuses on the Green Marketing Mix analysis of the local cosmetic brand Le Farra in Bandung, highlighting the company's internal application of sustainability principles such as zero waste, natural ingredients, and handmade production to reduce environmental impact. However, this study

primarily concentrates on the company's internal green marketing practices without exploring consumer perceptions and engagement in supporting sustainability.

Based on this gap analysis, the present study aims to analyze how The Body Shop applies the Green Marketing Mix strategy in the Bring Back Our Bottles and Refill Station programs. Additionally, it seeks to explore consumer perceptions of these sustainability programs and identify the challenges and opportunities in their implementation. By understanding these factors, this study is expected to provide comprehensive recommendations for The Body Shop as well as the broader beauty industry to develop more effective and sustainable green marketing strategies. This research positions itself within the state-of-the-art green marketing scholarship, employing an integrative approach that has been underexplored in the Indonesian context. The focus is not only on the comprehensive Green Marketing Mix strategy but also on consumer experiences and perceptions regarding refill and packaging recycling programs. Unlike previous studies that concentrated more narrowly on sustainability communication (Pradipta & Praharsiwi, 2020), perceptions of green product attributes (Djajadiwangsa & Alversia, 2022), or regulatory approaches (Shalmont, 2020), this study combines strategic, consumer behavior, and sustainability elements within a single analytical framework. Thus, it enriches the literature on strategic sustainability marketing and serves as a practical reference for formulating green marketing strategies that are responsive to consumers.

2. Literature Review

Green Marketing Mix

The Green Marketing Mix is a concept that integrates traditional marketing elements with sustainability considerations. According to Liu and Leon (2023), green marketing behavior has a significant influence on consumers' green consumption intentions, where factors such as environmental awareness and personal values also play an important role in purchasing decisions. Their research indicates that companies implementing effective green marketing strategies can enhance brand image while attracting environmentally conscious consumers. Furthermore, Alshammari & Alshammari (2023) emphasize that green innovation in marketing not only improves environmental performance but also fosters an innovation climate that supports long-term sustainability. This highlights that the Green Marketing Mix is not merely a promotional strategy, but a comprehensive approach to embedding sustainability into business practices.

Consumer Behavior

Consumer behavior in the context of green marketing is influenced by various factors, including environmental awareness and brand perception. Ha et al. (2021) demonstrate that internal green supply chain management contributes positively to consumer attitudes, which in turn affect their purchase intentions toward sustainable personal care products. In addition, research by Yang & Chai (2022) reveals that green marketing strategies implemented by companies can enhance consumers' positive perceptions of their environmental contributions, ultimately leading to stronger purchase intentions. This indicates that a deeper understanding of consumer behavior can assist companies in designing more effective green marketing strategies.

Green Thrust

Green Thrust refers to the impetus for adopting sustainable practices within business operations. According to Khan et al. (2022), green capabilities and green purchasing practices can enhance triple bottom line performance, encompassing environmental, social, and economic dimensions. Their research indicates that companies adopting green practices not only improve their reputation but also strengthen relationships with stakeholders. Furthermore, Iqbal et al. (2021) highlight the importance of sustainable leadership in driving environmental innovation in emerging markets such as India and China. This suggests that the thrust toward sustainability can serve as a significant driver of innovation in business contexts.

Sustainable Innovation

Sustainable innovation is a process that integrates environmental, social, and economic considerations into business systems through research and development. According to Varadarajan (2015), sustainability-focused innovation is increasingly becoming a key driver in the development of new products and services. Behnam & Cagliano (2016) demonstrate that sustainability and innovation positively reinforce one another, where an emphasis on sustainability can foster greater innovation within companies. Furthermore, Adomako &

Nguyen (2022) emphasize that co-innovation behavior can enhance firms' opportunities to engage in sustainable innovation activities. Thus, sustainable innovation is not only essential for environmental sustainability but also for strengthening firms' competitiveness in the marketplace.

3. Research Method

Research design

This study employed a qualitative descriptive design to explore consumers' perceptions and experiences of The Body Shop's sustainability programs, specifically Bring Back Our Bottles (BBOB) and Refill Stations. A qualitative approach was considered appropriate because it provides an in-depth understanding of consumer attitudes and behaviors that are not easily captured through quantitative methods (Creswell, 2014; Stake, 1995). The research was conducted in several sequential stages, as illustrated in the flow of research stages (Figure 2).

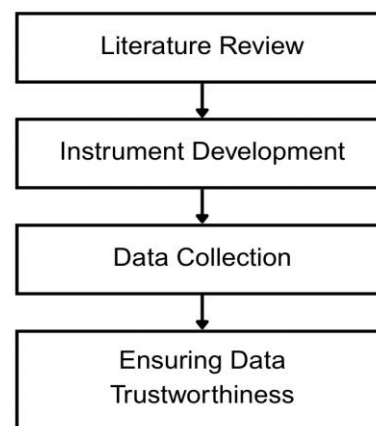


Figure 2. Research Stages

Source: processed data, 2025

The stages included: (1) literature review, which provided the theoretical foundation and identified relevant gaps in previous studies; (2) instrument development, which involved designing the semi-structured interview guide and identifying supporting documents for observation and documentation; (3) data collection, which was carried out through online semi-structured interviews via Google Meet, complemented by a review of The Body Shop's promotional materials and sustainability documentation; and (4) ensuring data trustworthiness, which was achieved through triangulation of sources and methods. These stages were designed to ensure a systematic, transparent, and credible research process (Merriam, 2009; Baxter & Jack, 2008).

Participants

Five participants were recruited using purposive sampling, with the criterion that they had previously engaged in at least one of the sustainability programs under study. Purposive sampling was considered appropriate as it allows the researcher to deliberately select individuals who could provide rich and relevant insights (Merriam, 2009). The participants represented diverse professional backgrounds, including private sector employees, government employees, and influencers. To preserve confidentiality, each participant was assigned a code (N1-N5).

Table 1. Participants

Code	Gender	Occupation	Consumer Characteristics
N1	Female	Private sector employee	Regular consumer actively uses refill and BBOB services
N2	Female	Influencer	Loyal consumer, knowledgeable about program details, often shares experiences
N3	Male	BUMN	Regular consumer, aware of the program through newsletters and leaflets
N4	Female	ASN	Occasional consumer, attentive to store visual identity and signage
N5	Female	Influencer	Young consumer, refill shampoo user, loyal to vegan and eco-friendly brands

Five participants were recruited using purposive sampling, all of whom had previously engaged in at least one of the sustainability programs under study. They consisted of four women and one man, representing backgrounds as private sector employees, government

employees, and influencers. While some were regular users of the refill and BBOB services, others were occasional consumers or influencers actively promoting eco-friendly products. Each participant was assigned a code (N1-N5) to ensure confidentiality while allowing traceability in the analysis.

Data collection

Data were gathered through semi-structured interviews conducted online via Google Meet during July–August 2025. Semi-structured interviews were chosen because they allow researchers to explore participants' experiences in depth while maintaining a focus on the research objectives (Creswell, 2014). An interview guide was developed based on the research variables, which included the elements of the green marketing mix (7P), consumer perceptions, and the challenges and opportunities of program implementation. While the interview guide ensured coverage of the main topics, the semi-structured format allowed participants the flexibility to elaborate on their experiences. Supporting documents, such as promotional materials and sustainability reports from The Body Shop, were also collected to provide additional context (Merriam, 2009).

Data Analysis

The interview data were manually transcribed and analyzed using thematic analysis as outlined by Braun and Clarke (2006). The process involved six phases: familiarization with the data, generating initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the report. This systematic yet flexible approach enabled the identification of patterns across the data set, which were then organized into themes aligned with the green marketing mix and consumer behavior framework. Thematic analysis was considered suitable because it allows researchers to move beyond simply summarizing the data to interpreting key features in relation to the research objectives (Braun & Clarke, 2006; Merriam, 2009). Direct quotations from participants are included in the findings to illustrate the themes and ensure that interpretations remain grounded in the data.

Trustworthiness

To ensure trustworthiness, triangulation of sources was carried out by comparing responses from participants with different backgrounds, while triangulation of methods involved integrating interview data with supporting documents. These strategies enhanced the credibility and dependability of the findings (Creswell, 2014; Merriam, 2009), thereby minimizing researcher bias and ensuring that the results were firmly grounded in the data.

4. Results and Discussion

Observation Findings

Direct observations were conducted at several The Body Shop outlets that have implemented the Bring Back Our Bottles (BBOB) and Refill Station programs (e.g., Botani Square Bogor, AEON Mall BSD, and Kota Kasablanka Jakarta). Refill stations were prominently placed and used by consumers, with participation peaking during incentive days (e.g., double reward points on the 15th). Staff were observed guiding customers through the refill workflow; however, not all product variants were available in refillable format. Physical evidence of sustainability was salient, eco-themed signage, recycled visual props, and natural tones reinforced the brand's green positioning. Accessibility remained urban-centric; participants outside major malls reported limited access to refill facilities.



Figure 3. Observation of Refill & BBOB Stations
Source: field observations, July–August 2025

Research Indicators and Interview Questions

Semi-structured interviews (N=5; coded N1–N5) were developed from the study variables Green Marketing Mix (7P), consumer perceptions, and future challenges/opportunities then used as flexible prompts to elicit rich narratives.

Table 2. Interview Guide Based on Research Variables

No	Indicator / Topic	Guiding question
1	Green awareness	Do you know about BBOB / Refill Station? How did you learn about them?
2	Brand perception	What was your view of The Body Shop before these programs? Did you already see it as eco-conscious?
3	Consumer engagement	Have you used the refill/returned bottles? Please describe your experience.
4	Product (7P)	How do you evaluate refill products (quality, packaging, benefits)?
5	Price (7P)	How do you perceive the price (affordable / worth the value)?
6	Place (7P)	Are refill stations easy to access? Widely available?
7	Promotion (7P)	Was the program communicated clearly/attractively? Through which media?
8	People (7P)	How did staff behave? Did they explain the program well?
9	Process (7P)	How was the refill/return process (easy or confusing)?
10	Physical evidence (7P)	Do packaging, signage, and store design reflect sustainability? What stood out?
11	Green brand image & trust	Did these programs change your view of the brand / increase trust?
12	Sustainable loyalty	Did the programs make you purchase more often / feel more loyal?
13	Green thrust	Should brands run programs like these? Why?
14	Consumers as active stakeholders	Do you feel you play an active role (e.g., choosing refill over new products)?
15	Consumer challenges	What challenges did you face when using the programs?
16	Suggestions for improvement	What should be improved to attract more participation?
17	Perception of innovation	Do you see refill/recycling as important brand innovation?
18	Co-innovation & participation	Have you submitted feedback? How did the brand respond?

Source: Research instrument derived from Green Marketing Mix (7P) and study objectives

Interview results

The semi-structured interviews with five participants (N1-N5) provided rich insights into consumer experiences and perceptions of The Body Shop's sustainability programs. The quotations below illustrate key findings, which were later grouped into thematic categories.

Table 3. Interview Result

Theme (7P + additional)	Participant	Illustrative quotation
Product	N1	"The refill quality is as good as the regular products."
	N1	"Not all variants are available for refill."
	N5	"The shampoo refill works well for sensitive skin."
Price	N2	"Refill feels cheaper and helps me save."
	N5	"It's more expensive, but I don't mind because the value is environmental."
Place	N3	"Returning bottles gives reward points."
	N2	"It's easy because the refill stations are in shopping malls."
	N3	"In rural areas, there's no store, so bottles just get thrown away."
Promotion	N1	"The social media campaign is not strong enough."
	N3	"The newsletter and leaflets explain it clearly."
	N5	"I knew about double-point days from Instagram."
Process	N2	"You must bring a clean and dry bottle — a bit troublesome."
	N5	"Staff explained the rules about refill points clearly."
People	N1	"Staff are friendly and not pushy; they educate us."

Physical evidence	N2	“The training must be good; they guide customers well.”
	N5	“This program makes me more loyal to the brand.”
	N3	“Natural-tone store and eco signage stand out.”
	N4	“The shopping bag looks like a recycled sack; the store feels green.”
Consumer perceptions	N2	“They recycle bottles into combs and mirrors, which builds my trust.”
	N2	“The Body Shop is a benchmark for eco-friendly brands.”
Challenges & opportunities	N3	“Because it’s vegan, I trust the brand more.”
	N2	“Mostly existing customers use this; not many Gen Z yet.”
	N2	“The brand should campaign at schools and universities.”
	N5	“It would be better if more refill sizes were available.”

Source: Authors’ interviews (N1–N5), July–August 2025

Thematic Analysis

The interview data were analyzed following Braun and Clarke’s (2006) six-phase framework. After familiarization with the transcripts, initial codes were generated to capture meaningful features of the data. These codes were then collated into categories, which were further reviewed and refined to form the final themes. Each theme was defined and named to reflect its essence in relation to the research questions. Illustrative quotations from participants (N1–N5) are included to ensure that the themes remain grounded in the data.

Table 4. Thematic Matrix

Theme (variable)	Category	Representative Codes	Illustrative Quotation (N)
Product	Quality & fit	“quality equal to regular”; “works for sensitive skin”	“The refill quality is as good as the regular products.” (N1)
	Variety	“limited variants”	“Not all variants are available for refill.” (N1)
Price	Affordability	“cheaper / helps me save”	“Refill feels cheaper and helps me save.” (N2)
	Value-for-purpose	“premium but acceptable for environment”	“It’s more expensive, but I don’t mind because the value is environmental.” (N5)
Place	Accessibility	“in malls, easy to access”	“It’s easy because the refill stations are in shopping malls.” (N2)
	Coverage gap	“no store in rural area”	“In rural areas there’s no store, so bottles just get thrown away.” (N3)
Promotion	Digital sufficiency	“social media not strong enough”	“The social media campaign is not strong enough.” (N1)
	Clarity	“newsletter/leaflet clear”	“The newsletter and leaflets explain it clearly.” (N3)
Process	Practical barrier	“clean & dry bottle requirement”	“You must bring a clean and dry bottle — a bit troublesome.” (N2)
	Facilitation	“staff explain rules”	“Staff explained the rules about refill points clearly.” (N5)
People	Service & education	“friendly, not pushy; educate customers”	“The staff are friendly and not pushy; they educate us.” (N1)
	Loyalty outcome	“program increases loyalty”	“This program makes me more loyal to the brand.” (N5)
Physical evidence	Eco-identity	“natural tone; eco signage; recycled props”	“The store has a natural tone and eco signage.” (N3)
	Transparency	“bottles → combs/mirrors”	“They recycle bottles into combs and mirrors, and that makes me trust them more.” (N2)
Consumer perceptions	Trust & values	“benchmark brand; vegan trust”	“The Body Shop is a benchmark for other eco-friendly brands.” (N2); “Because it’s vegan, I trust the brand more.” (N3)
Challenges & opportunities	Segments & offer	“Gen Z outreach; more sizes/variants”	“Mostly existing customers use this; not many Gen Z yet.” (N2); “It would be better if more refill sizes were available.” (N5)

Source: Authors’ thematic analysis of interview data (N1–N5), July–August 2025.

Data Trustworthiness

To ensure trustworthiness, triangulation of sources and methods was applied. Source triangulation was achieved by comparing responses from participants (N1–N5) with one another and with findings from field observations at The Body Shop outlets. Method triangulation was conducted by combining interviews and observations, which allowed the researchers to validate consumer statements against actual practices in-store. These strategies enhanced the credibility and dependability of the results while reducing potential researcher bias.

Discussion

The findings of this study indicate that The Body Shop's sustainability initiatives, Bring Back Our Bottles (BBOB) and Refill Stations, are generally well received by consumers, though several challenges persist regarding accessibility, variety, and promotional strategies. The following discussion connects these results to the theoretical framework of green marketing mix, consumer behavior, green thrust, and sustainable innovation.

Product and Price

Consumers perceived the refill products as maintaining the same quality as regular items (N1, N5). However, a limited variety of refillable products was repeatedly highlighted as a barrier (N1), which suggests that the product element of the green marketing mix is crucial in sustaining consumer interest (Nurdiana et al. 2023). Perceptions of price were mixed: some participants valued affordability and the reward system (N2, N3), while others considered the slightly higher price justifiable due to environmental benefits (N5). These findings support Liu and Leon [20], who argue that purchase intentions increase when both quality and sustainability are perceived. Similarly, Yang & Chai (2022) noted that environmental contribution moderates price sensitivity, explaining why consumers may accept a "green premium."

Place and Process

Accessibility was identified as a major determinant of program adoption. Urban participants found refill stations convenient (N2), whereas rural consumers reported difficulties due to the absence of outlets (N3). This underscores the importance of place in extending sustainability programs beyond metropolitan areas. For the process, technical requirements such as bringing a clean and dry bottle were perceived as minor barriers (N2). Yet, staff guidance mitigated this inconvenience (N5). This resonates with Ha et al. [22], who found that internal green practices (e.g., employee training) directly influence consumer participation and attitudes toward sustainable services.

Promotion

Promotion emerged as an area needing improvement. While newsletters and leaflets were appreciated for clarity (N3), social media campaigns were considered weak (N1). This limitation in digital promotion reduces outreach, particularly to younger audiences such as Generation Z (N2). Alshammari & Alshammari (2023) emphasize that green innovation in marketing communication is essential for strengthening brand image. Thus, intensifying digital campaigns may represent a strategic opportunity to broaden participation.

People

The people element proved to be one of the strongest assets of the programs. Staff were consistently described as friendly, informative, and proactive (N1, N2), with consumers linking loyalty to positive staff interactions (N5). This confirms Khan et al. [24], who highlight that green capabilities embedded in employee behavior strengthen sustainability outcomes. Similarly, Iqbal et al. (2021) argue that leadership in developing sustainable practices at the organizational level is critical, as reflected in The Body Shop's emphasis on staff education.

Physical Evidence

Physical cues such as eco-themed store design, recycled shopping bags, and the visible reuse of bottles (into combs and mirrors) reinforced authenticity and consumer trust (N2, N3, N4). This illustrates the power of physical evidence in enhancing credibility, consistent with Nurdiana et al. (2023). It also supports the argument of Alshammari & Alshammari (2023) that innovation in sustainability strengthens brand differentiation.

Consumer Perceptions

Consumers perceived The Body Shop as a benchmark for eco-friendly brands (N2), with vegan and cruelty-free values further bolstering trust (N3). This aligns with Liu and Leon (2023), who stressed the role of environmental values and awareness in shaping purchase

intentions. The findings also support Yang & Chai (2022), suggesting that consumer identity and value congruence enhance sustainable brand loyalty.

Challenges and Opportunities

While loyalty among existing consumers is evident, outreach to new segments, particularly Generation Z, remains limited (N2). Suggestions for campus-based campaigns and diversification of refill sizes (N5) highlight opportunities for program expansion. These findings echo Behnam & Cagliano (2016), who argue that sustainability drives innovation, and Varadarajan (2015), who positions sustainable innovation as a source of competitive advantage. They also align with Adomako and Nguyen (2022), emphasizing that co-innovation and consumer involvement can improve long-term program viability.

Implications

a. Theoretical implications

This study extends the application of the green marketing mix in sustainability research by underscoring the roles of people and physical evidence in shaping consumer loyalty. It also supports theories on consumer behavior, demonstrating how environmental values and trust mediate the relationship between green marketing strategies and purchase intention (Liu & Leon 2023; Yang & Chai 2022).

b. Practical implications

For practitioners, the findings suggest that The Body Shop should:

- 1) Diversify refill product offerings and sizes to address consumer expectations.
- 2) Expand refill accessibility beyond flagship urban outlets.
- 3) Strengthen digital promotion strategies, particularly targeting younger segments.
- 4) Continue investing in staff training to maintain quality service and education.
- 5) Communicate transparent recycling outcomes to reinforce authenticity and brand trust.

5. Conclusion

This study examined consumer perceptions and experiences of The Body Shop's sustainability programs, namely Bring Back Our Bottles (BBOB) and Refill Stations. The findings revealed that consumers generally viewed these initiatives positively, highlighting product quality, staff support, and eco-friendly store design as key strengths that foster trust and loyalty. However, challenges were identified, including limited product variety, restricted accessibility outside urban centers, and insufficient digital promotion, which hindered wider engagement, particularly among younger consumers. Overall, the study concludes that integrating the green marketing mix (7P) with consumer values significantly enhances consumer trust and loyalty in sustainability programs. The findings contribute theoretically by extending the application of the green marketing mix in the context of sustainable consumption, while offering practical insights for improving program accessibility, diversifying refill products, and strengthening digital promotion strategies. In terms of limitations, this research was conducted with a focused number of participants, which provided rich qualitative insights but may not fully capture the diversity of consumer perspectives across regions or demographics. In addition, the absence of member checking constrained the extent to which participants' interpretations could be reconfirmed. While triangulation of sources and methods strengthened the credibility of the results, future research could benefit from involving broader demographic groups, employing longitudinal or mixed-method designs, and incorporating member checking to further enhance validity. Comparative studies across brands would also provide valuable benchmarks for best practices in green marketing.

Acknowledgments: The research team would like to express sincere gratitude to all parties involved in the implementation of this study. We extend our deepest appreciation and special thanks to the Director of Politeknik Negeri Jakarta, the leadership of Politeknik Negeri Jakarta, the Head of the Department of Printing and Publishing Engineering, the Graphic Design Study Program, and the Research and Community Service Center (P3M) of Politeknik Negeri Jakarta for their financial support through the Penelitian Asisten Ahli (PAA) scheme. We would also like to thank the participants who generously devoted their time to participate in the interviews for this study. Your contributions were invaluable to our research.

References

- Adomako, S., & Nguyen, N. P. (2022). Co-innovation behavior and sustainable innovation in competitive environments. *Sustainable Development*, 31(3), 1735–1747. <https://doi.org/10.1002/sd.2479>
- Agustini, M. Y. D. H., Athanasius, S. S., & Retnawati, B. B. (2019). Identification of green marketing strategies: Perspective of a developing country. *Innovative Marketing*, 15(4), 42–56. [https://doi.org/10.21511/im.15\(4\).2019.04](https://doi.org/10.21511/im.15(4).2019.04)
- Alshammari, K. H., & Alshammari, A. F. (2023). Green innovation and its effects on innovation climate and environmental sustainability: The moderating influence of green abilities and strategies. *Sustainability*, 15(22), 15898. <https://doi.org/10.3390/su152215898>
- Bahraini, A. (n.d.). Program daur ulang kemasan berlabel brand: Bring Back Our Bottles by The Body Shop®. *Waste4Change*.
- Behnam, S., & Cagliano, R. (2016). Be sustainable to be innovative: An analysis of their mutual reinforcement. *Sustainability*, 9(1), 17. <https://doi.org/10.3390/su9010017>
- BRIN. (n.d.). 11,3 juta ton sampah di Indonesia tidak terkelola dengan baik.
- Djajadiwangsa, K. P., & Alversia, Y. (2022). Sustainable beauty: Pengaruh eco-label, product attributes, perceived consumer effectiveness (PCE), dan environmental awareness terhadap green purchase behavior. *Inobis Journal of Business and Management Innovation*, 6(1), 121–137. <https://doi.org/10.31842/jurnalinobis.v6i1.263>
- Elamin, M. Z. dkk. (2018). Analysis of waste management in the village of Disanah, district of Sresih Sampang, Madura. *Jurnal Kesehatan Lingkungan*, 10(4), 368–375. <https://doi.org/10.20473/jkl.v10i4.2018.368-375>
- Ermaningtiastuti, C. (2024, February 17). The Body Shop kembali berinovasi dengan refill station. *Marketeers.com*.
- Febriane, R. (2022). Analisis green marketing sebagai global strategi the Body Shop.
- Ha, B., Lim, S.-Y., & Lee, C. (2021). Impact of organizations' internal green supply chain management on consumers' purchasing behavior for personal care products. *Operations and Supply Chain Management: International Journal*, 16(3), 338–350. <https://doi.org/10.31387/oscm0460306>
- Iqbal, Q., Ahmad, N. H., & Li, Y. (2021). Sustainable leadership in frontier Asia region: Managerial discretion and environmental innovation. *Sustainability*, 13(9), 5002. <https://doi.org/10.3390/su13095002>
- Irawati, R. (2024). E-word of mouth sebagai mediasi green marketing terhadap minat beli skincare lokal generasi Z. *Journal of Green Marketing*, 4(2). <https://doi.org/10.30595/jmbt.v4i2.24611>
- Kahraman, A., & Kazançoğlu, İ. (2019). Understanding consumers' purchase intentions toward natural-claimed products: A qualitative research in personal care products. *Business Strategy and the Environment*, 28(6), 1218–1233. <https://doi.org/10.1002/bse.2312>
- Khan, S. A. R., Yu, Z., & Farooq, K. (2022). Green capabilities, green purchasing, and triple bottom line performance: Leading toward environmental sustainability. *Business Strategy and the Environment*, 32(4), 2022–2034. <https://doi.org/10.1002/bse.3234>
- Lingga, L. J., Yuana, M., & Sari, N. A. (2024). Sampah di Indonesia: Tantangan dan solusi menuju perubahan positif. *Innovative Journal of Social Science Research*, 4(4), 12235–12247.
- Liu, Y., & Leon, J. D. (2023). The green marketing behavior on consumers' green consumption intention. *Academy Journal of Business and Management*, 5(27). <https://doi.org/10.25236/ajbm.2023.052706>
- Nita, D. (2023, October 17). Tren fast beautyancam lingkungan, sumbang 6,8 juta ton limbah plastik per tahun di Indonesia. *Kompas.id*.
- Nurdiana, M., Hasan, M., Miranda, M. I. S., Ahmad, C. A. K., Kamaruddin, T., & Tahir, T. (2023). 7P marketing mix in processed farm products by urban farming businesses. *International Journal of Social Sciences and Business*, 7(3), 645–658. <https://doi.org/10.23887/ijssb.v7i3.52978>
- Permata, S. E., & Yusiana, R. (2019). Analisis green marketing mix pada Le Farra di Bandung tahun 2019.
- Pradipta, F. D. A., & Praharsiwi, C. S. (n.d.). Refill station as a strategy in promoting environmental sustainability (Strategic communication by The Body Shop Indonesia), 2(1).
- Pudaruth, S., Juwaheer, T. D., & Seewoo, Y. D. (2015). Gender-based differences in understanding the purchasing patterns of eco-friendly cosmetics and beauty care products in Mauritius: A study of female customers. *Social Responsibility Journal*, 11(1), 179–198. <https://doi.org/10.1108/srj-04-2013-0049>
- Romansyah, A. Y. D. P., Zhalila, A., & Muhammad, A. F. (2024). Analisis penerapan green marketing pada Fore Coffee Makassar. *Jurnal Eksopoda: Jurnal Interdisipliner*, 1(1).
- Shalmont, J. (2020). *Sustainable beauty: Kesiapan konsumen di Indonesia dalam mengintegrasikan konsep keberlanjutan dalam pengelolaan sampah kemasan plastik produk industri kecantikan* (No. 2). <https://doi.org/10.19166/lr.v20i2.2591>
- Shimul, A. S., Cheah, I., & Khan, B. B. (2021). Investigating female shoppers' attitude and purchase intention toward green cosmetics in South Africa. *Journal of Global Marketing*, 35(1), 37–56. <https://doi.org/10.1080/08911762.2021.1934770>

- Sudirja, A. R., Sidik, B. A., Handoko, R., & Alavi, A. (2023). Indonesian consumers and the green marketing of eco-friendly personal care products. *Kajian Branding Indonesia*, 5(2), 141. <https://doi.org/10.21632/kbi.5.2.141-166>
- Varadarajan, R. (2015). Innovating for sustainability: A framework for sustainable innovations and a model of sustainable innovations orientation. *Journal of the Academy of Marketing Science*, 45(1), 14–36. <https://doi.org/10.1007/s11747-015-0461-6>
- Yang, J., & Hamid, M. B. B. (2024). Sustainable beauty: A conceptual paper of how sustainable marketing impact consumer behaviour in the cosmetic industry. *Advances in Economics, Management, and Political Science*, 93(1), 54–59. <https://doi.org/10.54254/2754-1169/93/20241083>
- Yang, S., & Chai, J. (2022). The influence of enterprises' green marketing behavior on consumers' green consumption intention—Mediating role and moderating role. *Sustainability*, 14(22), 15478. <https://doi.org/10.3390/su142215478>