

THE INFLUENCE OF AVAILABILITY AND PROMOTION ON CUSTOMER RETENTION WITH THE CUSTOMER SATISFACTION AS A MEDIATING VARIABLE – A LITERATURE REVIEW ON THE PERSONAL CARE INDUSTRY

Christopher Andrew Tjoeanda, Markus Hartono*

Industrial Engineering Department, Faculty of Engineering, Universitas Surabaya,
Jl. Raya Kalirungkut, Surabaya, Indonesia 60293

Abstract

The personal care industry relies on product innovation, distribution, and promotional strategies as key factors for business success. Product availability and effective promotion play crucial roles in customer satisfaction and retention. However, limited research discusses how these two aspects interact and affect business sustainability in the personal care industry. To address this gap, this literature examines how prior studies have conceptualized and examined the relationships among product availability, promotion, customer satisfaction, and customer retention within the personal care industry. Relevant studies from marketing and distribution were systematically reviewed, using publications collected from ScienceDirect. We initially gathered 3,491 articles related to personal care, restricted to the last ten years, classified as research articles, and aligned with keywords such as marketing, promotion, advertising, discounting, branding, product completeness, and product availability. From this process, ten key journal articles were selected for further analysis. The findings reveal that product availability enhances customer satisfaction and encourages repeat purchases, while promotional strategies foster positive product perceptions and strengthen brand awareness. Together, these strategies provide a cohesive approach that significantly impacts customer retention. Overall, this study highlights the importance of combining product availability and promotional efforts to improve customer experience and support long-term success in the personal care industry. However, this study is limited to a conceptual framework and does not yet test the proposed relationships empirically. Future research is recommended to validate this structural model through application in real-world cases within the personal care industry, which would provide stronger practical insights and implications for both academics and practitioners.

Keywords: Availability; Marketing; Personal Care Industry; Promotion; Sales; Supply Chain

1. Introduction

In recent years, the demand for personal care products has expanded significantly. This growth has been driven by increasing consumer awareness of health and appearance, changes in modern lifestyle norms, and easier access to information related to self-care. The personal care sector, which is also called the beauty and personal care sector, consists of several industries covering skincare, hair care, deodorants, and cosmetics. The personal care industry has demonstrated a consistently strong growth trend worldwide, particularly within the skincare segment, which is projected to grow from an estimated market value of USD 535.18 billion in 2025 to USD 693.34 billion by 2030. This growth depicts a CAGR of 5.31%, which again signifies that the growth of the market is almost

uninterrupted, resulting in increased competition within the industry. This can be seen in **Figure 1**.

Today, the beauty and personal care sector is one of the fastest-growing sectors and has made a substantial contribution to Indonesia's economy (Shevia et al., 2023). The capacity to access vast and sizeable new markets has caused a rapid expansion of beauty and personal care brands, due primarily to the low startup costs of consumer or personal care brands, along with the ease of being able to sell these products as consumers are now educated about skincare and personal grooming. While this rapid expansion has presented opportunities for beauty and personal care brands in Indonesia, it has also created challenges as beauty and personal care companies must work to enter the market and secure market share while launching new and different products, as merely launching or advertising a new product often results in direct competition with existing products in the market (Bera & Giri, 2024).

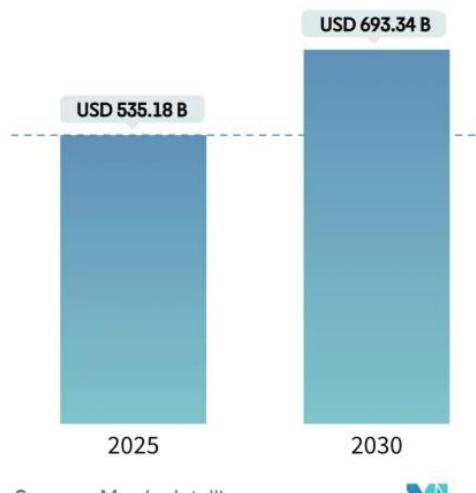
*Corresponding Author

E-mail: markus@staff.ubaya.ac.id

Personal Care Products Market

Market Size in USD Billion

CAGR 5.31%



Source: Mordor Intelligence



Figure 1. Global Personal Care Products Market Size Projection (2025–2030) (Mordor Intelligence, 2025)

Endless programs and innovations are no good without enough product available to be promoted and there should be promotion to ensure consumers could try or experience the product being promoted. While promotion can drive sales, if it's not timed properly and the proper promotion media is not used, then the effort is wasted (Gholian-Jouybari et al., 2023). In addition to appropriate distribution channels, timely and focused promotional efforts should be aligned with adequate product availability to ensure that promotional activities are both efficient and effective. In the most extreme way, product availability is a supremely important resource, and within highly competitive markets, product availability acts as a major competitive underpinning. This is due to the fact that product availability allows a consumer to first make an assessment of the advertised utility and value of a product and then to decide whether it is of value to them. Ultimately, consistent product availability plays a decisive role in shaping customer satisfaction and trust, particularly for beauty and personal care companies implementing promotional strategies, as the ability to meet consumer demand consistently can differentiate them from competitors (Sumrit & Sowijit, 2023).

The success of a beauty and personal care company is not only based on the innovation they have used to create their products, it also consists of social media, good marketing strategies, and consistent product availability in an assortment of venues to ensure that products can be easily found by customers (Andryanus & Bahri, 2024). All the above factors need to be optimized to allow companies to produce maximum profitability, while ensuring the sustainability of beauty and personal care businesses into the future. As such, following a review of the relevant journals, this literature review hopes to examine the combined effects of promotion and availability on customer retention. Most of the journals

reviewed in this literature review do tend to emphasize one factor or the other when considering consumer purchasing behavior such as consumer purchasing behavior driven solely by promotional activities through brand ambassadors (Al Mamun et al., 2023), product availability alone (Sumrit & Sowijit, 2023), brand image as the mediating of the sustainable marketing to achieve customer loyalty (Rastogi et al., 2024), or influences from social media and e-commerce platforms only (Nofrizal et al., 2023). Consequently, this review intends to uncover the research gaps existing among existing studies on how promotional effectiveness and product availability interact to sustain businesses by influencing customer satisfaction and customer retention. Considering that current studies encompass the variables to varying extents from both the marketing and distribution dimensions, it is relevant to execute this research through a literature review. This enables the research effort to understand the underlying mechanisms among the variables prior to developing a comprehensive conceptual framework. It will enable the research to understand how promotional effectiveness and consistency in product availability influence brand perception and subsequently customer satisfaction and retention in the personal care products market.

All the variables mentioned above need to be optimized to allow companies to generate sustainable profitability while ensuring the future sustainability of beauty and personal care companies. Therefore, this literature review seeks to explore how the interaction between promotion and product availability affects customer retention, with customer satisfaction being suggested as a potential mediating mechanism that remains underexplored in the existing literature. Most previous research has examined consumer purchasing behavior by focusing on a single variable at a time, paying limited attention to the combined effects of promotion and product availability within the personal

care industry. Considering that existing findings are fragmented and context-dependent, a systematic literature review is essential to synthesize prior evidence before developing an integrative conceptual framework. In this context, while existing conceptual frameworks tend to examine promotional strategies and product availability in isolation, often from separate marketing or logistics perspectives, this study advances the literature by integrating these two strategic dimensions within a single conceptual model. Specifically, the proposed framework positions customer satisfaction as a linking mechanism derived from prior empirical findings, explaining how the combined effects of promotion and product availability translate into customer retention in the personal care industry. This research therefore adds value by synthesizing fragmented empirical evidence and offering an integrative perspective that provides fresh insights for scholars and marketing practitioners in fast-moving consumer goods, particularly in the beauty and personal care sector.

1.1 Brief Literature Review

Promotion

In strategic practices for firms, letting consumers know and keeping them updated on their goods also involves the tactic of promotion. Promotion as an activity which is planned in stages is designed to enhance consumer value and hence, promotion is deemed as an efficient tool for developing the market and increasing sales (Huang et al., 2025). There are a lot of ways in which a company can push promotion, especially in marketing, so there are certain excellent ways to achieve various objectives and goals. Previous research has found promotion increases both customer satisfaction and retention. Yet the underlying mechanisms are likely context-dependent (while discounts might facilitate short-term purchase, brand-based promotions such as ambassadors or country-of-origin cues may instead increase long-term loyalty) (Ningrum et al., 2023). Promotions function primarily to increase brand recognition while simultaneously generating sales for the company. Businesses must evaluate their promotional approach by determining their financial resources and selecting suitable communication platforms and defining campaign targets along with product characteristics. Different products require unique marketing approaches along with distinct promotional methods to succeed effectively (Ningrum et al., 2023).

Availability

Product availability, defined as the ease of access and completeness of items, has been shown to increase satisfaction. Yet, evidence regarding its effect on retention is mixed, suggesting that consumers, across convenience stores, supermarkets, and hypermarkets, generally prioritize ease of access and product availability in the stores they visit, as these factors play a central role in shaping their overall shopping experience (Goić et al., 2021). Ensuring a steady supply of products not only strengthens public recognition but also provides convenience for

consumers to verify, often through applications, whether the items they need are available at the store before making a visit. In this way, product availability becomes essential in meeting consumer needs while at the same time helping them save time and reduce unnecessary costs (Sinemus et al., 2025). Product availability is affected by the number of products to deliver, the delivery area, the time of delivery, and many other factors to consider. There are too many influencing factors to consider that affect product availability, but having consistent product availability will have a positive influencing factor on the shopping experience - contributors to a more fluid shopping experience and eliminating consumer dissatisfaction through the offerings of only intangible or non-physical products, which could harm consumer trust and brand loyalty. A brand that provides a product availability guarantee is possibly more inclined to develop consumer trust and continue its commitment to consumers long-term.

Customer Satisfaction

Customer satisfaction relates to feelings. It encompasses emotions, feedback, assessment towards a product, a service or a company. Customer satisfaction can only be defined based on a gap model of expectation and performance. It also heavily relies on customer sentiments and actions (Miranda et al., 2018). Customer satisfaction is a fundamental measure for measuring the success of a company, directly related to customer loyalty, brand reputation, and long-term viability. One frequently used measurement for customer satisfaction is the customer satisfaction score (CSAT). CSAT is measure of customer satisfaction at different levels as follows: Not Satisfied (Score 0-20), Less Satisfied (20-40), Fairly Satisfied (40-60), Satisfied (60-80), Very Satisfied (80-100) (Suyadi et al., 2021). Alongside measuring customer loyalty through the Net Promoter Score (NPS), an internationally recognized method developed by Reichheld, the level of customer satisfaction across various industries is also assessed, commonly using a Likert scale from 1 to 10 (Bitencourt et al., 2023). The term customer satisfaction refers to two types of consumer satisfaction transactions: transactional customer satisfaction, which represents an evaluation of a product purchase; and cumulative customer satisfaction, which is representative of an evaluation of the total purchases and overtime of product/service. In most cases, measures of customer satisfaction are acquired using cumulative satisfaction rather than transactional customer satisfaction. Measuring cumulative customer satisfaction gives companies better, more thorough, and more reliable real-time assessments of customer satisfaction over time. Cumulative customer satisfaction gives companies a better opportunity to obtain a clearer evaluation of the customer experience (Wahjudi et al., 2018). Customer satisfaction assessments typically use a Likert scale ranging from 1 to 5, where a score of 1 indicates "very dissatisfied" and a score of 5 represents "very satisfied".

Customer Retention

Customer retention shows how well a company can build and maintain relationships with its customers. It reflects the company's long-term success. Customer retention gives a business a competitive edge in two main ways. First, it fosters an emotional bond with the brand, leading to repeat purchases. Second, satisfied customers create an indirect marketing effect through word-of-mouth, encouraging others to use the company's product or service (Wahjudi et al., 2018). Companies would use other techniques to keep the customers and not let them switch to the competition. This is how the company continues to have market share and revenue over the long run. Promotional means such as advertising, sales promotion, publicity and personal selling are crucial in developing consumer interest. They add value, diversity, and interactivity that can delight customers. When consumers tend to react positively to their needs being met in the form of those promotions, it fosters greater customer loyalty and retention. This is the foundation of brand building, relationships that last between a business and its customers (Khairani & Lubis, 2018) (Mukherjee et al., 2024). Customer retention is measured using the Repeat Purchase Rate (RPR), which allows for an assessment of repeat purchase behavior among customers based on previous purchasing experiences or opinions (i.e. price, quality, need, or perceived value by the customer). The RPR allows for an estimate of how likely a customer will choose to repeat purchases, helps determine the relative performance among retention campaigns, as well as the total attitude among the customer base (Jayasuriya et al., 2020). Retention of customers is readily connected to the satisfaction of customers because a satisfied customer is more likely to return and make a purchase with that company, making retaining customers in general is based on the satisfaction of the customers. When customer satisfaction levels are high, the likelihood of retaining a customer increases significantly for the company providing the products or services. Therefore, it is critically important that companies ensure their customers have positive experiences as it relates to their customer retention and the company's ability to continue growing its business and developing more customer relationships (Widyaratna & Astutik, 2022).

Previous literature notes that promotion, and availability of the product, are two of the important factors of customer satisfaction which leads to customer retention. Strong promotions may influence customers feeling greater product value, familiarity with the name, and interest and loyalty to the brand. Availability of the product allows customers to receive the items they want, thus allowing for a satisfactory experience. Promotion and availability may have a direct impact on customer retention in the long term, but customer satisfaction more often is an intermediary variable. Satisfied customers tend to repeat purchases as customers who are dissatisfied tend to switch to a different brand if they are made aware of another option due to the strong positive identification with the first product. Understanding customer satisfaction as an intermediary is important to address how promotion

and product availability may connect to customer retention.

1.2 State of The Art

From the reviewed journals, several differing conclusions were identified based on the specific objectives of each study, particularly regarding the impact of various factors on consumer purchasing behavior in the personal care industry. For example, a study examining the influence of brand image on perceived value and customer trust concluded that these factors significantly affected consumer purchasing decisions (Rastogi et al., 2024). Additionally, another study examined consumer purchasing behavior in the personal care sector by analyzing the influence of green marketing on purchase intention. The findings concluded that implementing green marketing strategies targeting the appropriate segments significantly increases purchase intention, particularly among consumers with a college degree. As a result, companies are encouraged to focus on green marketing initiatives by emphasizing environmental concerns and the use of eco-friendly products and raw materials, rather than relying solely on the unique selling points (USPs) of their products (Al Mamun et al., 2023) (Mamun et al., 2020). Taken together, the reviewed studies demonstrate that promotional strategies have frequently been examined in relation to individual factors such as brand image, halal certification, or green marketing within the context of personal care products. However, these investigations remain partial, as promotion is typically examined in conjunction with single variables rather than within a broader integrative model. As a result, literature provides limited insight into which factors exert the most significant influence on consumer behavior when considered simultaneously. This gap highlights the need for a more comprehensive framework that evaluates how promotion, alongside other key drivers such as product availability, contributes to consumer satisfaction and retention in the personal care industry. This fragmented approach limits the development of a holistic understanding of how promotion interacts with other market drivers, thereby constraining both theoretical advancement and managerial applicability.

A previous study examined the influence of halal certification on consumer purchasing behavior for personal care products, particularly in countries with predominantly Muslim populations. The findings indicated that the inclusion of a halal logo on the product significantly enhanced consumer purchasing power, as it added value to the product and reflected the company's commitment to producing products that meet the needs of a broader society. Moreover, halal awareness reflects a company's commitment to aligning its products with consumer values and ethical considerations, thereby fostering positive attitudes among loyal customers. (Handriana et al., 2020). However, such studies remain narrowly focused on cultural or symbolic dimensions of promotion and do not consider how these promotional attributes interact with fundamental market drivers such as product availability. This suggests a gap in the literature, as no

research has systematically tested whether symbolic promotional cues, such as halal certification, interact with structural drivers like product availability to shape satisfaction and retention in the personal care sector.

Another study examined the impact of social media promotion, particularly through Instagram, on consumer purchasing decisions. From the findings for the study, the promotion through social media has an impact on the purchasing decision for the personal care product that was due to the impact by the product itself as well as by the brand ambassador, however, these variables were not found to have a significant relationship with customer loyalty (Nofrizal et al., 2023). Earlier research has also found brand image and the composition of skincare ingredients to influence customers' buying choices for personal care commodities marketed by businesses. Good brand image, combined with high quality, safety, and efficacy of the product ingredients, has an indispensable role to play when it comes to affecting the confidence of the customers as well as their purchasing behavior for the product (Krishnan et al., 2017). In addition to promotional aspects, previous studies also examined the influence of price and store environment on purchasing decisions. The findings concluded that price, store environment, and discounts significantly affect consumer purchasing decisions. A competitive price, a pleasant shopping environment, and attractive

discount offers can create a positive consumer experience, encouraging purchasing behavior and fostering brand loyalty (van den Heuvel et al., 2011) (Haudi et al., 2022). Currently, much of the existing research examines promotional elements and external factors in isolation rather than within an integrated framework. Specifically, there hasn't been much clarity on how promotions work alongside product availability to influence customer satisfaction and keep them around. This shortcoming really points to the need for future studies to look at all these influences at the same time, especially in the fast-paced world of personal care. Because of this, we still don't really know which factors carry the most weight when they're all considered together. This makes it harder for companies to figure out which strategies to prioritize when they're trying to compete effectively.

Beyond looking at marketing strategies, studies have also explored the connection between customer happiness and the different steps customers take when interacting with a business—like when they're searching for products, placing an order, getting their delivery, picking something up, or making a return. In this situation, the ordering and pickup steps can sometimes make things a bit tricky for stores, especially concerning whether the products are in stock. This can really affect how satisfied customers are and whether they'll stick around as loyal patrons

Table 1. State of The Art

Researcher	Objective	Result
(Rastogi et al., 2024)	To examine the effect of sustainable marketing on customer loyalty, with brand image as a mediator.	A credible brand image significantly enhances perceived value and trust, which gives impact to consumers' purchasing decisions.
(Al Mamun et al., 2023)	To examine whether celebrity endorsement and green product attributes have an impact on purchase intention	Both aspects have a significant influence on consumers purchase intention
(Mamun et al., 2020)	To examine whether green marketing and green product initiatives promoted by the company can generate purchase intention among consumers	The implementation of green marketing significantly increases purchase intention, particularly among individuals with a university degree
(Handriana et al., 2020)	To examine whether the halal logo has an impact on purchase behavior	The presence of a halal logo on cosmetic products can enhance purchase behavior, as it reflects the company's commitment to addressing consumer needs
(Nofrizal et al., 2023)	To examine whether Brand Ambassador and the product can influence customer purchase decision and loyalty	Product and Brand Ambassador can help customer make a purchase decision but doesn't have any effect to customer loyalty
(Krishnan et al., 2017)	To examine the factors that influence cosmetic usage in Malaysia	Branding and skincare ingredients significantly influence the decision to use skincare products
(van den Heuvel et al., 2011)	To examine whether price discounts influence consumers' desire to purchase, sales value, and retailer's value	Price discounts significantly influence consumers' desire to purchase
(Haudi et al., 2022)	To examine the effects of social media marketing, store environment, sales promotion, and perceived value on consumer purchase decisions	All four aspects significantly influence consumer purchase decisions
(Sumrit & Sowijit, 2023)	To examine whether Search, Order, Delivery, Pick Up, and Return can affect to Customer Satisfaction	The customer journey of ordering and picking up may represent a possible overkill for stores, particularly in relation to product availability
(Cho et al., 2019)	To examine attributes that give impact to perceived value of customer	The seamless availability of products or services plays a significant role in consumers' ultimate decisions to purchase

(Sumrit & Sowijit, 2023). The seamless availability of products or services plays a significant role in consumers' ultimate decisions to purchase, as it directly influences their perception of reliability and convenience. Although managing product availability becomes increasingly challenging when the range of products expands or when specific conditions limit supply, companies, distributors, and retailers that consistently ensure product availability are better positioned to sustain high levels of customer satisfaction. This reliable way of doing things isn't just about avoiding lost sales, but it's also about building trust with customers. Customer trust is essential in encouraging repeat purchases and long-term customer relationships. The main objective is the products are always available that will help keep customers returning, foster genuine loyalty, and ultimately help the business keep growing and stay competitive in this era (Cho et al., 2019). Even though lots of studies have looked at promotional strategies or product availability separately, no previous research has clearly explained how these two things relate to each other. This gap exists because researchers often look at these factors in pieces, instead of considering them together as part of a bigger picture. As a result, we need more research to better understand exactly how promotions and availability work together, especially in the personal care industry where customer habits change quickly and competition is fierce. By bringing together these different insights, this review aims to set the stage for a new way of thinking that treats promotions and product availability as two key things working together to keep customers happy and coming back.

The State-of-the-Art table, as shown in **Table 1**, presents the findings from previous studies related to the impact of promotion and product availability on consumer purchase intention and customer satisfaction. The promotion aspects reviewed include brand ambassadors, endorsements/KOL (Key Opinion Leaders), advertisements, branding, and other marketing strategies perceived by consumers. Product availability pertains to the completeness of products (SKU) and the price, which consumers can easily access. Both factors will be examined to assess their effects on purchase intent and customer satisfaction for beauty and personal care products. Below is a review of 10 journals sourced from the "ScienceDirect" website, which are closely aligned with the literature review conducted.

1.3 Research Objectives & Research Questions

Research Objectives

The objectives of this literature review are as follows:

- To systematically examine how promotional strategies and product availability have been individually investigated in relation to customer satisfaction and customer retention within the personal care industry
- To explore the role of customer satisfaction as a potential mediating mechanism linking promotion and product availability to customer retention, as suggested by existing literature

- To identify gaps and limitations in prior studies concerning the simultaneous examination of promotion, product availability, and customer retention, and to propose an integrative conceptual model to address these gaps

Research Questions

Owing to the above-stated objectives, this research will aim to answer the following research questions:

- How have promotion planning and product distribution been investigated in existing literature in relation to customer satisfaction and customer retention in the personal care industry?
- How far does the existing literature reveal the mediating role of customer satisfaction between the variables of promotion, product availability, and customer retention?
- What are some gaps that presently exist in the literature with regard to the combined impact of promotion and product availability on customer retention, and how can these gaps be filled by a conceptual framework?

2. Methods

The current literature review was conducted in accordance with Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) principles in order to ensure a clear and replicable review process. The review adopted a three-step procedure: identification, screening, and inclusion.. Every step to select the relevant journals are as follows:

A. Identification

1. In the course of identifying studies, an extensive search was done on ScienceDirect in 2025. The following keywords with Boolean operators were used in searching: ("personal care" AND ("promotion" or "advertising" or "branding" or "discount") AND ("product availability" or "product completeness")). Only research articles that were peer-reviewed with a publication date range from 2014 to 2024 were considered.

B. Screening

1. During the screening stage, titles and abstracts were reviewed to exclude studies that were not related to the personal care industry or did not address promotion, product availability, customer satisfaction, or customer retention, with this stage focusing on contextual relevance and the presence of key constructs; subsequently, full-text screening was conducted to assess methodological rigor, empirical focus, and conceptual alignment with the objectives of this review.
2. Articles were excluded if they (1) were not focused on the personal care industry, (2) were not research articles (e.g., reviews, editorials), (3) did not examine at least one of the key constructs, or (4) were published outside the specified time range.
3. Paper record identified : 3.491. Paper initial screened: 2.500. Paper title & abstract screened: 379. Full-text articles assessed: 379.

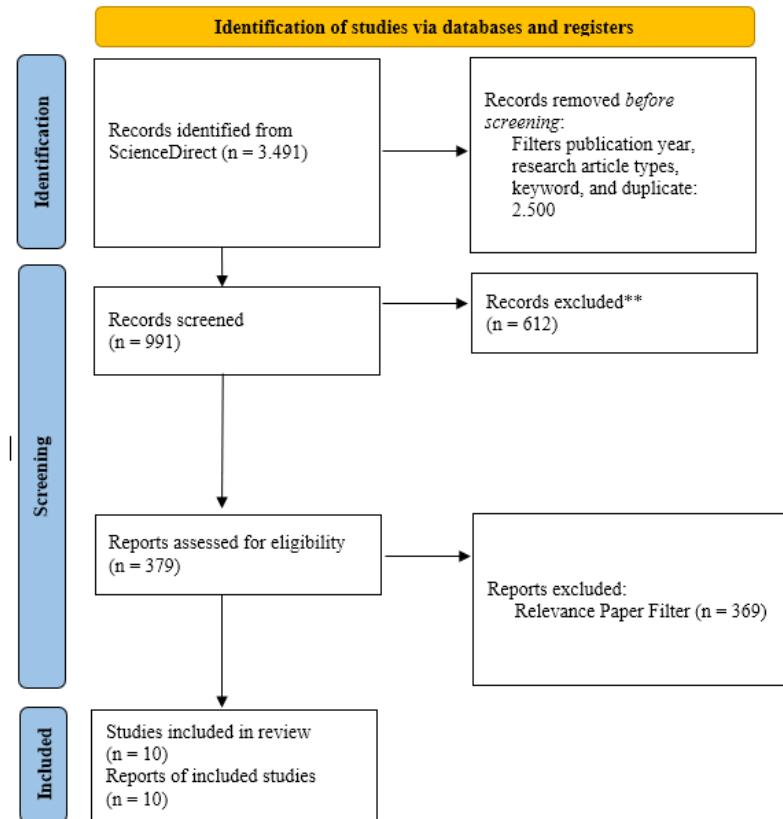


Figure 2. PRISMA Steps for Journal Selection

C. Inclusion

1. At the inclusion stage, ten articles that met all inclusion criteria were selected for in-depth qualitative synthesis. These studies provided empirical or conceptual insights into promotion, product availability, customer satisfaction, and customer retention within the personal care industry.
2. Articles included in final review: 10

The selection and filtering of journal articles retrieved from ScienceDirect were conducted following the PRISMA 2020 guidelines to ensure a transparent and systematic review process can be seen in **Figure 2**. The selection of 10 journals from a pool of 3,491 search results was based on relevance to the research topic, temporal validity, and academic quality. By filtering journals from the past 10 years and selecting only Research Articles, the selection process ensures that the literature used has a strong methodology and remains relevant to current trends. Further screening using keywords in abstracts, such as marketing, promotion, advertising, discount, brand, product completeness, and product availability, ensures that the focus of the research is maintained. Additionally, the consideration of accessibility (Open Access & Open Archive) further enhances the comprehensiveness and reliability of the selected articles.

2.1. Data Extraction, Coding, and Thematic Synthesis

Once the selection process that followed PRISMA guidelines was completed, the remaining ten

relevant studies underwent a systematic coding process. Data extracted from each study included research objectives, methodological approach, key constructs examined, and main empirical or conceptual findings. Each article was systematically coded based on predefined constructs derived from the conceptual framework, while allowing additional themes to emerge inductively, specifically, each study was coded into four different constructs—promotion, product availability, customer satisfaction, and customer retention, which were generated from the theoretical framework of this review. Additionally, some emergent themes such as halal certification, green marketing, and brand ambassador were inductively coded when they surfaced as pertinent elements in the described studies concerning consumer behavior. To improve the rigor of synthesis, the coded data were subsequently organized into thematic clusters. These clusters enabled the recognition of convergences (e.g. promotion almost always increases purchase intention and satisfaction), divergences (e.g. the role of availability varies across studies), and gaps (e.g. the lack of studies examining promotion and availability simultaneously, as predictors of satisfaction and retention).

3. Results & Discussions

3.1 Thematic Mapping of Research Trends Using VOSviewer

As summarized in **Table 1** (State of the Art), prior studies predominantly examine promotion and product availability as isolated determinants of consumer behavior. To obtain an overarching view of the research landscape, a bibliometric analysis was conducted using VOSviewer to visualize the thematic

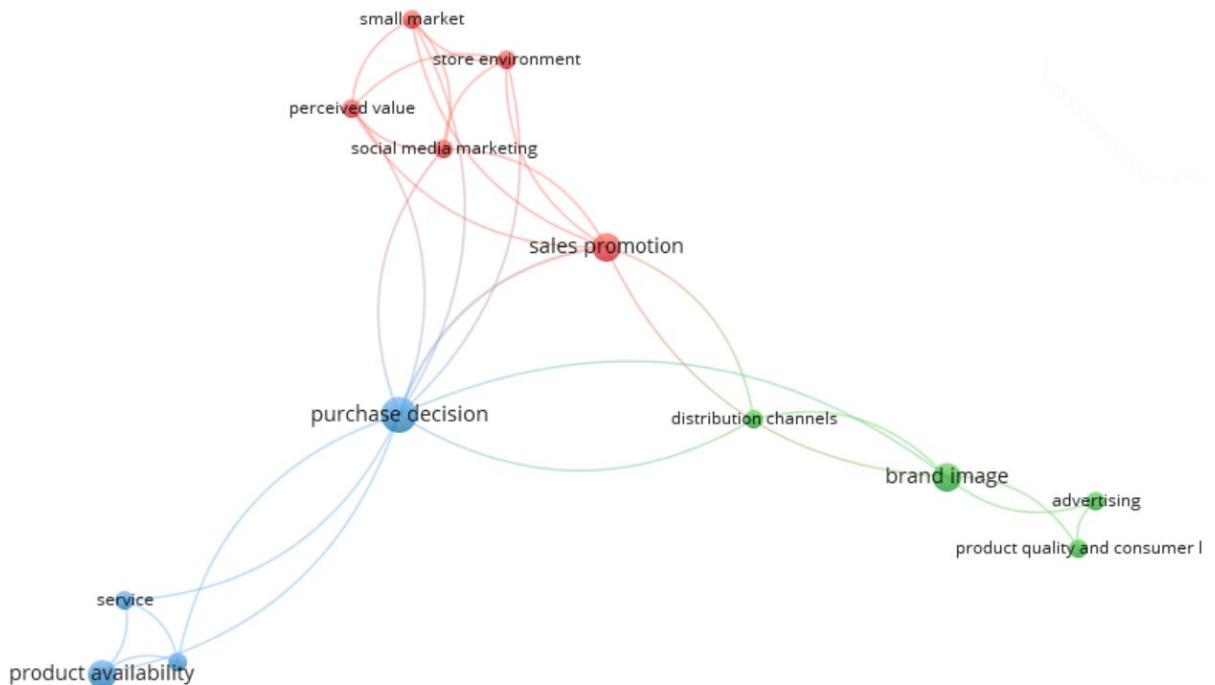


Figure 3. Paper Visualization with VOSViewer

structure of the literature related to promotion, product availability, customer satisfaction, and customer retention within the personal care industry. As illustrated in **Figure 3**, the keyword co-occurrence network reveals several interrelated clusters, indicating that prior studies have predominantly examined these constructs within partially connected but conceptually fragmented research streams.

The interaction helps bring out that promotion or digital marketing-related terms have a tendency to occupy a cluster linked with consumer response variables like purchase intention and brand perception, whereas product availability occupies a cluster more often linked with operation and distribution-related terms like efficiency of supply chain and stock availability. Meanwhile, customer satisfaction emerges as a linking or middle-term variable in these clusters, implying that despite being recognized for its prominence, its linking or mediating function with promotion, product availability, and customer retention has not yet been investigated in a consolidated framework within the existing body of knowledge. The VOS viewer analysis as a whole affirms the fragmented nature of the existing studies and also supports the need to synthesize these diverse studies into a comprehensive conceptual framework that highlights the interaction between the promotional strategy and the availability strategy for the retention of customers.

3.2 Analytical Synthesis of Key Constructs Prior to the Conceptual Model

Building upon the thematic patterns identified through bibliometric analysis, an analytical synthesis was conducted to examine how promotion and product availability have been addressed in relation to customer satisfaction and customer retention across the reviewed

studies. The findings indicate that promotional strategies and product availability are predominantly examined as separate antecedents of consumer responses, with many studies emphasizing their direct effects on outcomes such as purchase intention, perceived value, or short-term loyalty.

Furthermore, although customer satisfaction is widely recognized as a critical outcome of both promotional effectiveness and product availability, it is most often positioned as a dependent variable rather than as an explanatory mechanism within the broader customer retention process. Relatively few studies explicitly conceptualize customer satisfaction as a mediating variable that explains how promotion and product availability translate into sustained customer retention, particularly within the personal care industry, where consistent product accessibility and persuasive brand communication are essential in shaping customer experiences.

The synthesis of these findings highlights the need for a conceptual approach that places customer satisfaction at the center of the relationship between promotion, product availability, and customer retention. By positioning customer satisfaction as a mediating mechanism, this approach enables a clearer understanding of how promotional efforts and product availability contribute to long-term retention outcomes, without assuming interactive effects between the two antecedent variables.

3.3 Proposed Construct Mind Map and Conceptual Integration

Figure 4 presents the constructing of mind map developed from the systematic synthesis of the reviewed literature. The mind map illustrates the conceptual relationships among promotion, product

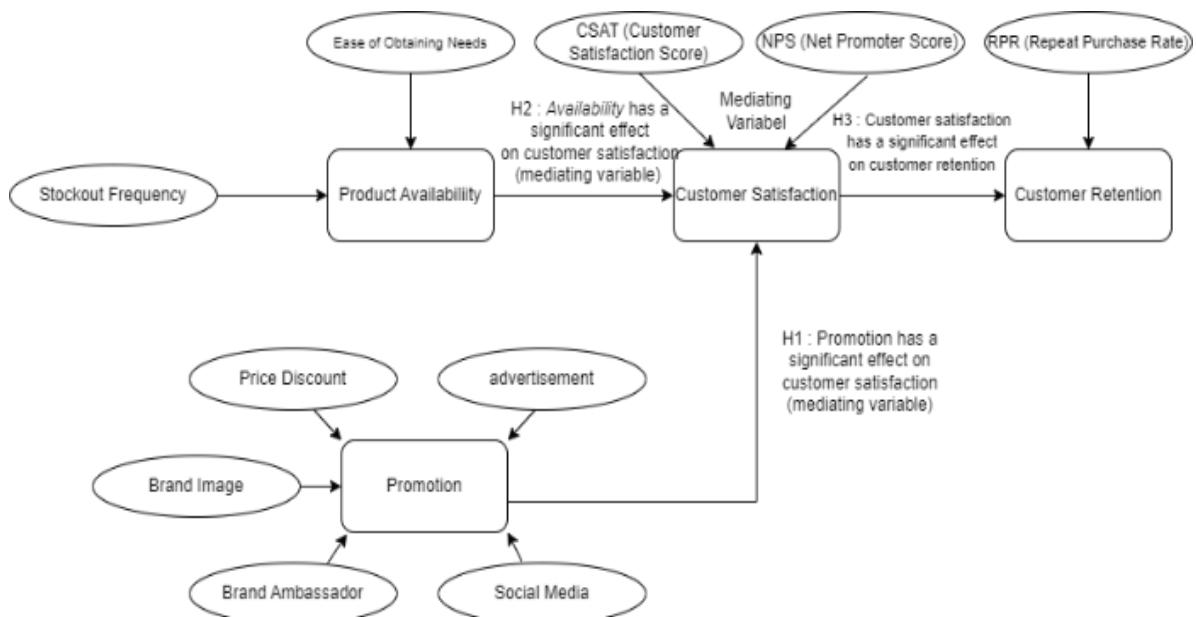


Figure 4. Construct Mind Map

availability, customer satisfaction, and customer retention, positioning customer satisfaction as a central mediating construct that connects firm-level strategic inputs to long-term relational outcomes. Unlike prior frameworks that often examine promotional strategies and product availability as separate determinants of consumer behavior, the proposed construct mind map integrates these antecedents within a unified structure that emphasizes their influence on customer satisfaction as the primary explanatory pathway to customer retention. This integrative configuration reflects the empirical patterns identified across the reviewed studies and directly addresses the conceptual fragmentation revealed through the bibliometric analysis.

In line with the research objectives, the proposed construct mind map serves to (1) synthesize how promotional strategies and product availability have been examined in relation to customer satisfaction and customer retention within the personal care industry, (2) clarify the role of customer satisfaction as a mediating mechanism that explains how these strategic factors translate into sustained customer retention, and (3) identify and address gaps in prior research that has largely focused on isolated variable relationships. Correspondingly, the construct mind map responds to the research questions by illustrating how promotion and product availability function as antecedents of customer satisfaction and by demonstrating the conceptual pathway through which customer satisfaction mediates their effects on customer retention.

By consolidating fragmented research findings into a single conceptual representation, the proposed model offers both theoretical and practical contributions. From a theoretical perspective, it advances existing knowledge by explicitly positioning customer satisfaction as a mediating variable within the promotion–availability–retention relationship, thereby enhancing the explanatory power of prior models. From

a practical perspective, the construct of mind map provides a structured foundation for personal care companies to align marketing communication strategies and product availability decisions in a customer-centric manner, with the aim of enhancing customer satisfaction and fostering long-term customer retention. In this conceptual representation, direct paths from promotion and product availability to customer retention are not depicted, as the model emphasizes the explanatory role of customer satisfaction rather than hypothesis testing. Overall, the proposed construct mind map provides a coherent conceptual response to the stated research objectives and research questions by visually integrating promotion and product availability as antecedents of customer satisfaction and clarifying the mediating role of customer satisfaction in driving customer retention.

4. Conclusion

This literature review aimed to examine the roles of promotion and product availability in shaping customer retention within the personal care industry, with customer satisfaction proposed as a mediating mechanism based on prior findings. Based on an extensive synthesis of prior studies, several key conclusions can be drawn. First, in addressing the objective of assessing the influence of promotion and product availability, this review finds that while promotional strategies have been widely examined, evidence regarding the direct impact of product availability on customer retention remains limited. Most existing studies emphasize short-term outcomes and do not sufficiently establish whether consistent product availability independently contributes to long-term retention.

Second, in terms of strategies in promoting these brands, insights obtained from current research clearly show that there has been emphasis placed primarily on brand factors like brand image, skin care ingredients, and brand ambassadors. Conversely, there has been

little emphasis placed on understanding how various promotion strategies are perceived in line with specific consumer segments' preferences and how such alignment affects consumer satisfaction and retention. The third aspect, based on the aim of examining how customer satisfaction can serve as a mediating factor in these models, indicates that customer satisfaction is a significant mechanism by which promotion strategy success and product distribution interact in influencing patronage and retention. Conversely, this particular aspect is often presented as an end point as opposed to an explanation pathway, which in effect curtails current model explanations.

The study adds to the existing body of knowledge by integrating the findings that have been dispersed and paving the way for the entire process from promotion to product availability, customer satisfaction, and finally customer retention to be linked conceptually. Practically, the findings can give pointers to the personal care companies to improve the promotion process, the timing of promotion, and product availability to ultimately improve customer satisfaction and retention. The study also suffers from some limitations. The existing literature is reviewed within the purview of the personal care industry alone, which means that the findings cannot be used generically in the same manner in the food, beverage, electronics, or fashion industries, where the ever-changing nature of consumers along with the nature of stockouts may be distinct from the personal care industry. The findings are also limited to the existing literature reviewed, which may not be comprehensive. An opportunity exists to further develop the conceptual model empirically to suit the personal care industry. Additionally, the moderating variables of demographics, e-commerce, and loyalty over a longer term can be incorporated to suit the broad categories of industries.

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