

BUILDING CUSTOMER LOYALTY AT MYRII JAMBI BEAUTY CLINIC: ANALYSIS OF COST LEADERSHIP STRATEGY WITH SATISFACTION AS A MEDIATOR

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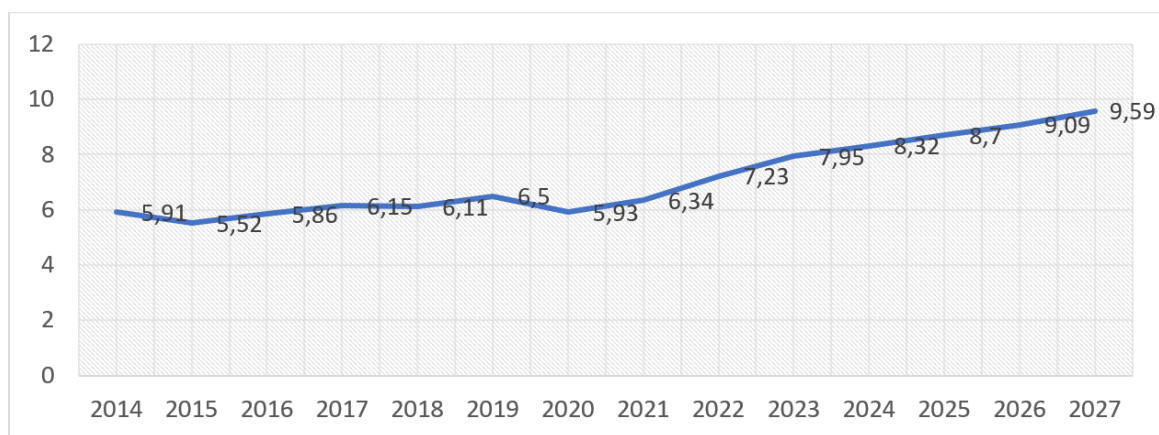
Abstract

The primary objective of the development of beauty clinics is to attract and maintain customer loyalty toward the services offered. This study aims to analyze the effect of cost leadership strategy on customer loyalty at MyRii Beauty Clinic Jambi, both directly and indirectly through customer satisfaction as a mediating variable. In addition, this research examines the effect of cost leadership strategy on customer satisfaction, as well as the effect of customer satisfaction on customer loyalty. This study employs a quantitative approach and is classified as explanatory research. The sampling technique used was purposive sampling, with the sample size determined using the Slovin formula, resulting in 359 respondents. The findings indicate that cost leadership strategy have a positive effect on customer loyalty at MyRii Beauty Clinic Jambi. Affordable and efficient pricing are able to enhance customer satisfaction, which in turn encourages customer loyalty. Furthermore, customer satisfaction is proven to play a crucial role in strengthening the relationship between cost leadership strategy with customer loyalty, both through direct effects and as a partial mediating variable. These findings confirm that customer satisfaction is a key factor in building sustainable customer loyalty.

Keywords: Cost Leadership Strategy, Customer Satisfaction, Customer Loyalty

Introduction

In today's era of globalization, companies are required to respond quickly and appropriately to change to remain competitive in a dynamic economic environment. These changes present new challenges in the form of increased competition across various economic sectors, including the beauty industry, which is currently facing increasingly fierce competition (Liu, 2024). This growth has resulted in increasingly fierce competition among industry players. Consumers are now faced with a wide variety of products and services, with varying quality and price points. Competition in the cosmetics and beauty industry in Indonesia is clearly evident from the data on estimated revenues for skincare and makeup products, which continue to increase annually, as follows:



Source: Databoks, 2023

Figure 1. Estimated Revenue of Skincare and Makeup Products in Indonesia

Estimated revenue for skincare and makeup products in Indonesia shows a positive growth trend from 2014 to 2027. At the beginning of the period, growth was still in the range of 5–6 percent, even declining in 2020 due to the impact of the pandemic. However, since 2021, the market has recovered and experienced significant growth, estimated to reach 9.59 percent in 2027. This data illustrates that the beauty industry in Indonesia has significant potential and continues to grow, driven by increasing public awareness of the importance of skincare and modern lifestyles.

The growth of this industry is supported by the increasing number of beauty clinics offering a variety of products and services to meet the public's need for aesthetic services. This demonstrates that the beauty sector is not only a lifestyle but has also emerged as a potential business opportunity.(Putri, 2024)Beauty

clinics are currently one of the service businesses experiencing rapid growth in Indonesia. Changes in lifestyles, rising economic standards, and the influence of globalization have increased the demand for beauty care services (Zhang et al., 2024).

Public awareness of the importance of maintaining appearance is no longer only related to aesthetic aspects, but also concerns skin health and psychological well-being (Fajartriyani et al., 2019). Physical appearance is considered a factor influencing self-confidence, social interactions, and even career opportunities. This is what is driving more and more people, both men and women, to seek out more professional and trustworthy beauty care services (Gujrathi, 2022). A professional beauty clinic can provide services that not only meet aesthetic needs but also support skin health, creating a more holistic experience for customers.

In Jambi City itself, there are numerous beauty clinics offering a wide variety of facial and body treatments, each with its own unique advantages. Competition in the aesthetics industry is increasingly fierce as public awareness of appearance and self-care increases. Some well-known clinics operating in the region include the Pratama Athena Jambi Clinic, the Pratama Erha Ultimate Clinic, the Pratama As Glow Expert Clinic, the Pratama Elitha Aesthetic Clinic, and the Pratama My Rii Clinic. Each beauty clinic in Jambi City has a different rating and number of customer reviews, as can be seen from the Google Maps review data below:

Table 1. Beauty Clinic Ratings in Jambi City

Clinic Name	Estimated Number of Google Reviews	Rating (1–5)
Klinik Pratama Athena Jambi	119	4.8
Klinik Pratama Erha Ultimate	323	4.8
Klinik Pratama As Glow Expert	20	4.8
Klinik lafour aesthetic centre	33	4.9
Klinik Pratama Elitha Aesthetic Clinic	56	5.0
Klinik Pratama MyRii	100	4.7

Source: Google Review, 2025

Each beauty clinic in Jambi City has a different rating and number of customer reviews on digital platforms like Google Maps, which are important indicators in assessing public perception of satisfaction and loyalty. Based on initial observation data, Klinik Pratama Erha Ultimate received 323 reviews with a rating of 4.8, followed by Klinik Pratama Athena Jambi with 119 reviews and a rating of 4.8, and Klinik Pratama Elitha Aesthetic Clinic which recorded a perfect rating of 5.0 despite having fewer reviews, namely 56 reviews. Meanwhile, Klinik Pratama MyRii only received 100 reviews with a rating of 4.7, a figure relatively lower than some of its main competitors. This fact indicates that although My Rii is well-known among the public, there are challenges in maintaining consistent loyalty and customer satisfaction levels.

The primary goal of developing a beauty clinic is to attract and maintain customer loyalty to the services offered. Customer loyalty reflects a consumer's desire to continue purchasing or using services from a particular company, both now and in the future. This loyalty can persist despite contextual factors or marketing efforts from competitors that could potentially influence customer decisions (Aprilia & Ridhaningsih, 2025). Thus, loyalty is a crucial indicator for the success of a beauty clinic business amidst increasingly intense competition.

According to Griffin (2005) loyalty is a non-random purchasing behavior expressed over time by a decision-making unit. Customer loyalty is characterized by consistent behavior in choosing a product or service, despite the presence of many other alternatives offered by competitors. Loyal customers typically exhibit several characteristics, such as making regular repeat purchases, trying services or products outside their usual lines, recommending them to others, and remaining loyal despite promotions or attractive offers from competitors.

However, in reality, customer loyalty at the MyRii Beauty Clinic in Jambi remains questionable. This is evident in the decline in both existing and new customers between 2022 and 2024, as shown below:

Table 2. Number of MyRii Beauty Clinic Customers 2022-2024

No.	Year	Information		Total
		Old Customer	New Customers	
1	2022	3,342	1,701	5,043
2	2023	3,267	1,698	4,965
3	2024	3,182	1,538	4,720

Source: Jambi City Health Office 2022-2024

The data in the table above shows that both existing and new customers at the MyRii Jambi Clinic have been declining year after year. In 2022, the total number of customers was 5,043, then dropped to 4,965 in 2023, and then again to 4,720 in 2024. This decline indicates a problem in retaining existing customer loyalty, as well as a decline in new customer interest in trying the service. Therefore, effective strategies need to be addressed.

Based on Ma'azah and Prasetyo's explanation (2023) Customer satisfaction plays a crucial role in fostering loyalty. This means that customer satisfaction can strengthen their sense of loyalty or attachment to a brand or company. When customers are satisfied, they are more likely to make repeat purchases, try other services offered, and recommend the product or service to others. Conversely, if a company succeeds in creating a high level of customer satisfaction, loyalty will naturally develop. This demonstrates that satisfaction is not only the end result of customer interactions with a company but also a crucial bridge in building long-term, mutually beneficial relationships between customers and the company.

Several previous studies have emphasized the important role of customer satisfaction as a mediating variable in establishing the relationship between service quality and loyalty. Research by Nguyen et al.(2021) shows that customer satisfaction plays a significant role as a mediating variable that bridges the influence of service quality on revisit intentions. Similarly, research by Supriyanto et al. (2021) that customer satisfaction plays an important role as a mediating variable that bridges the influence of service quality on customer loyalty. These findings strengthen the argument that customer satisfaction is worthy of being placed as a mediating variable in this study, as it can explain how cost leadership strategies and service quality can shape customer loyalty.

To obtain an initial overview of customer satisfaction levels, researchers conducted a pre-survey of 10 respondents who were active customers of the My Rii Jambi Primary Clinic. The sampling technique used was accidental sampling, involving customers who happened to come by and agreed to fill out a questionnaire. The customer satisfaction indicators in this pre-survey were based on the Indrasari(2019), which includes three aspects, namely (1) conformity to expectations, (2) interest in returning, and (3) willingness to recommend. The survey results are as follows:



Source: Processed Primary Data, 2025

Figure 2. Pre-Survey Results on Customer Satisfaction at MyRii Beauty Clinic

Based on the survey results, it was found that as many as 60% of respondents stated that they were dissatisfied, while only 40% of respondents stated that they were satisfied with the services they received. Some customers felt that the price of the services offered was still not commensurate with the benefits received. This means that although the clinic tries to compete through pricing strategies, customers still compare with competitors who are able to offer more affordable prices with similar or even better service quality. This indicates that MyRii's pricing strategy is not optimal in creating a fair perception of value in the eyes of customers. Furthermore, there are some customers who are dissatisfied with the employees who are not friendly in their service. This indicates that customer satisfaction at MyRii Beauty Clinic is still in the low category.

One crucial factor in increasing customer satisfaction and building loyalty is the implementation of a cost leadership strategy. A cost leadership strategy is a company strategy that minimizes costs, resulting in lower expenses compared to other strategies. By reducing production and operational costs, companies can offer more competitive prices in the market (Masrullah et al., 2023). In addition to impacting performance, implementing a cost leadership strategy can also drive increased customer loyalty. More affordable prices while maintaining quality service will satisfy customers, making them feel they're getting more value for their money. This makes customers more likely to make repeat purchases and remain loyal to the company's services even when faced with numerous offers from competitors.

There is a wealth of previous literature that addresses similar topics related to service quality, satisfaction, and loyalty. For example, the findings of Brandao and Ribeiro (2023) showed that patient experience can increase loyalty. However, this study did not specifically examine the role of cost leadership strategies on loyalty, with satisfaction as a mediating variable. Furthermore, a study by Rauf et al. (2024) found that healthcare service quality significantly impacts patient satisfaction, but did not further examine its relationship to customer loyalty. Meanwhile, research by Omar et al. (2021) confirmed the influence of service quality on loyalty, but the focus of the study was on the context of mobile shopping, not on health services.

Based on the above explanation, it can be seen that this research has gaps that can be filled by current researchers. Research on cost leadership strategies, customer satisfaction, and loyalty in beauty clinics is generally conducted in service businesses in large cities such as Jakarta, Surabaya, or Bandung, where the

beauty industry is growing rapidly and is highly competitive. In these cities, various national-scale beauty clinics have become the object of research because they have more structured management systems and easily accessible data. However, similar studies in areas outside large cities, such as Jambi City, are still very rare. In fact, beauty clinics in regional areas also experience equally complex competitive dynamics, particularly in terms of retaining customers through efficient cost strategies and quality services. Therefore, this research is important to provide empirical and practical contributions to enrich the literature on strategic management and consumer behavior in the beauty services sector, particularly in local beauty clinics outside large cities such as My Rii Jambi.

This study also utilizes customer satisfaction as a mediating variable to examine the previously unstudied relationship between cost leadership strategies and service quality on customer loyalty. Therefore, the researcher is interested in pursuing the topic “Building Customer Loyalty at MyRii Beauty Clinic in Jambi: An Analysis of Cost Leadership Strategy with Satisfaction as a Mediator”.

Methods

This study uses a quantitative approach with a positivistic paradigm and is classified as explanatory research, which aims to explain the causal relationship between service quality and cost leadership strategy on customer loyalty with satisfaction as a mediating variable. The study was conducted through a survey method to collect numerical data using a questionnaire instrument that was analyzed statistically. The study population was all customers of the MyRii Jambi Beauty Clinic, while sampling was carried out using a non-probability sampling method using a purposive sampling technique based on certain criteria, namely customers who have used the service at least twice in the last six months and have tried more than one type of service. Determination of the number of samples used the Slovin formula with a 5% error rate from a total population of 4,720 customers, thus obtaining a minimum sample size of 369 respondents who were considered capable of representing the characteristics of the study population.

This study uses a questionnaire as a data collection tool, namely an instrument in the form of a series of written questions filled out independently by respondents to obtain research information, with measurements using a five-point Likert scale (Arikunto, 2019). Data analysis was performed using SmartPLS version 4 software with the Partial Least Square (PLS) method, which is part of the variance-based Structural Equation Modeling (SEM) approach. The SEM-PLS method is used to analyze structural relationships between latent variables in complex, causal and predictive models, and does not require multivariate normal data distribution, making it suitable for behavioral research with limitations.(Ghozali & Latan, 2020; Henseler et al., 2016). Testing in SEM-PLS includes two main stages, namely evaluation of the measurement model (outer model) to test the validity and reliability of the construct, and evaluation of the structural model (inner model) to test the causal relationship and hypotheses between research variables.

Results and Discussion

Results

Measurement Model in SEM-PLS, the outer model explains how latent constructs are measured using observable variables, known as indicators. This model aims to ensure that constructs that are difficult to observe directly can be represented with relevant indicators that have good validity and reliability. The outer model, based on the results of running the PLS algorithm in this study, is as follows:

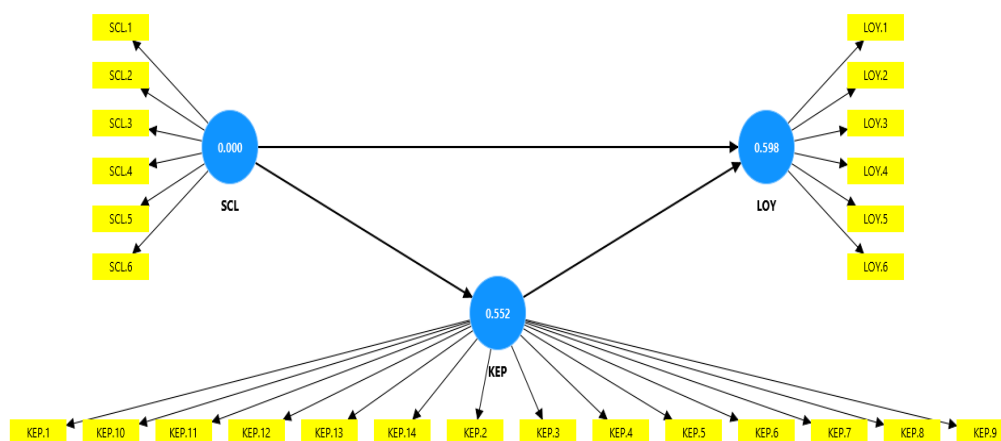


Figure 3. PLS Algorithm Output

This measurement aims to determine the validity of each relationship between an indicator and its construct or latent variable. In Structural Equation Modeling (SEM), particularly in measurement model analysis, convergent validity indicates the extent to which indicators measuring the same construct are highly related to one another. In this context, outer loadings or factor loadings describe the strength of the relationship between each indicator and the latent construct it represents. Support for convergent validity is given if each indicator has an outer loading above 0.70. A value of 0.70 is considered a high enough

threshold to indicate that the indicator is a strong representation of the construct it measures (Hair et al., 2018).

Average Variance Extracted (AVE) is a measure that shows how much of the variance of the indicators is explained by the construct being measured. An AVE value of 0.50 or higher indicates that, on average, the construct is able to explain at least 50% of the variance of its indicators, supporting convergent validity (Hair, 2014).

In reliability testing in Structural Equation Modeling (SEM), the two main tools used are composite reliability and Cronbach's alpha. Composite reliability measures the internal consistency of a construct, with values between 0.6 and 0.7 considered good, indicating that the indicators within the construct support each other's consistent measurement (Ghozali & Latan, 2020). On the other hand, Cronbach's alpha measures how well indicators measure the same construct, with values above 0.7 considered good, indicating a high correlation between indicators (Ghozali & Latan, 2020). The results of convergent validity and reliability testing can be seen as follows:

Table 3. Convergent Validity and Reliability

Construct	Item	Convergent Validity		Reliability	
		Loading Factor	AVE	CA	CR
	Rule of Thumb	> 0.7	> 0.5	> 0.7	> 0.7
<i>Cost Leadership Strategy</i> (X1)	SCL.1	0.810	0.696	0.913	0.913
	SCL.2	0.844			
	SCL.3	0.837			
	SCL.4	0.845			
	SCL.5	0.844			
	SCL.6	0.827			
Customer Satisfaction (Z)	KEP.1	0.823	0.630	0.955	0.955
	KEP.10	0.804			
	KEP.11	0.827			
	KEP.12	0.810			
	KEP.13	0.777			
	KEP.14	0.800			
	KEP.2	0.799			
	KEP.3	0.801			
	KEP.4	0.760			
	KEP.5	0.777			
	KEP.6	0.788			
	KEP.7	0.776			
	KEP.8	0.758			
	KEP.9	0.808			
Customer Loyalty (Y)	LOY.1	0.838	0.709	0.918	0.918
	LOY.2	0.858			
	LOY.3	0.858			
	LOY.4	0.860			
	LOY.5	0.803			
	LOY.6	0.834			

Based on the results of convergent validity and reliability testing in the SEM model, all constructs in this study have met the required criteria. The loading factor value for each indicator is above 0.7, indicating that the indicator is able to represent the construct well. In addition, the Average Variance Extracted (AVE) value for each construct is greater than 0.5, so it can be concluded that convergent validity has been met. In terms of reliability, the Cronbach's alpha and composite reliability values for all constructs are above 0.7, indicating excellent internal consistency. Thus, the research instrument is declared valid and reliable, making it suitable for use in testing the relationships between variables in the research model

In assessing a structural model in PLS, the first step is to look at the R-square value for each endogenous latent variable, which indicates the predictive power of the model. The R-square value represents the proportion of variation in the construct that can be explained by the model. According to the rule of thumb proposed by Chin (1998), the R-square value can be interpreted as a value of 0.75 indicating that the model has strong strength, a value of 0.50 indicating moderate strength, and a value of 0.25 indicating weak strength. The results of the R-square processing are as follows:

Table 4. R-Square

	R-square	R-square adjusted
KEP	0.882	0.882
LOY	0.851	0.850

The next step is to conduct hypothesis testing. According to Ghazali and Latan (2020) hypothesis testing is performed by comparing the T-statistic value with the T-table value, which in this context is 1.96 at a significance level of p-value = 0.05. If the t-statistic value is greater than the t-table (t-statistic > t-table), then it can be concluded that the exogenous variable has a significant influence on the endogenous variable. The output of the hypothesis testing results can be seen in the following table:

Table 5. Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
KEP -> LOY	0.537	0.540	0.067	8,038	0.000
SCL -> KEP	0.939	0.939	0.007	13,493	0.000
SCL -> LOY	0.399	0.397	0.067	5,986	0.000

Based on the results of the hypothesis testing on the structural model, it can be concluded that all relationships between latent variables in this study show a positive and significant influence. The explanation of each hypothesis is as follows:

1. The Cost Leadership Strategy has a positive and significant effect on Customer Loyalty. This is evidenced by a coefficient value of 0.399 and a p-value of 0.000. These findings indicate that the consistent implementation of a low-cost strategy can encourage customers to continue choosing and recommending the Myrii Jambi Beauty Clinic. Therefore, the hypothesis regarding the effect of the Cost Leadership Strategy on Customer Loyalty is accepted.
2. The test results show that the Cost Leadership Strategy has a positive and significant effect on Customer Satisfaction. The path coefficient value of 0.939 and the p-value of 0.000 indicate that a competitive and efficient pricing strategy can increase customer satisfaction. This finding confirms that the perception of affordable prices and appropriate benefits for customers contributes to increased satisfaction. Therefore, the hypothesis stating that the Cost Leadership Strategy influences Customer Satisfaction is accepted.
3. The relationship between Customer Satisfaction and Customer Loyalty shows a positive and significant influence. This is indicated by a path coefficient of 0.537 and a p-value of 0.000. This finding indicates that the higher the level of customer satisfaction, the stronger the customer loyalty to the Myrii Jambi Beauty Clinic. Thus, the hypothesis stating that Customer Satisfaction influences Customer Loyalty is accepted.

Testing of the mediation effect in this analysis was carried out using the PLS approach by following the procedure developed by Baron and Kenny.(1986 in Ghazali & Latan, 2020), with the following stages:

1. The first model tests the direct effect of exogenous variables on endogenous variables. The results of this test should show a significant effect, with a t-statistic value > 1.96.
2. The second model tests the effect of exogenous variables on the mediating variables, which must also be significant with a t-statistic > 1.96.
3. The third model simultaneously tests the influence of exogenous variables and mediating variables on endogenous variables.

In the final stage, if the influence of the exogenous variable on the endogenous variable becomes insignificant, while the influence of the mediating variable on the endogenous variable remains significant (t-statistic > 1.96), then it can be concluded that full mediation has occurred. Conversely, if both influences remain significant, then partial mediation can be said to have occurred. The results of the mediation test can be seen in the following table:

Table 6. Mediation Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
SCL -> LOY	0.505	0.507	0.063	8,039	0.000

The results of the mediation test also show that Customer Satisfaction significantly mediates the effect of Cost Leadership Strategy on Customer Loyalty. The indirect effect coefficient value of 0.505 with a T-statistic of 8.039 and a p-value of 0.000 indicates a strong mediation effect. This finding indicates that the implementation of low-cost strategies and competitive prices can increase Customer Loyalty through increased Customer Satisfaction. Considering that the direct effect of Cost Leadership Strategy on Customer Loyalty is also still significant, it can be concluded that Customer Satisfaction plays a role as a partial mediation variable in the relationship between Cost Leadership Strategy and Customer Loyalty.

Discussion

The Influence of Cost Leadership Strategy on Customer Loyalty at MyRii Jambi Beauty Clinic

The results of the study indicate that the cost leadership strategy has a positive and significant effect on customer loyalty at the MyRii Jambi Beauty Clinic. This finding indicates that the clinic's ability to offer competitive, affordable prices that are in line with the service benefits received by customers can foster loyalty, both in the form of repeat purchases and customers' willingness to recommend the clinic to others. A consistently implemented low-cost strategy provides a high perception of value in the minds of customers, so they feel they are gaining economic benefits without having to sacrifice service quality.

Cost leadership strategy is understood as a managerial approach that focuses on a company's ability to optimally manage costs in order to set more competitive prices compared to other businesses in the same industry. This approach requires companies to implement comprehensive efficiency, from the production process to operational activities, so that resource use can be carried out effectively and in a controlled manner. The resulting competitive advantage stems not only from more affordable prices but also from a planned and sustainable cost management system (Skordoulis et al., 2022).

Good cost control enables companies to maintain financial stability while expanding market share. With a more efficient cost structure, companies have greater flexibility in determining pricing strategies without sacrificing product or service quality. This ultimately increases consumer confidence and strengthens the company's position in the face of increasingly fierce market competition. Therefore, implementing a cost leadership strategy is seen as positively contributing to improving company performance, both in terms of short-term profitability and long-term business sustainability (Masrullah et al., 2023).

In Porter's Competitive Strategy theory (1980) also emphasized that the company's cost advantage creates a stronger competitive position amidst intense industry competition. In the beauty clinic industry, which is characterized by many service providers offering similar services, a cost leadership strategy gives MyRii Jambi Beauty Clinic an advantage in attracting and retaining customers. Relatively more competitive prices are one of the main considerations for customers in determining their clinic choice, especially since beauty services are recurring and require long-term commitment. Thus, the cost leadership strategy consistently implemented by MyRii Jambi Beauty Clinic serves as a foundation for creating customer satisfaction, which in turn strengthens customer loyalty.

The Influence of Cost Leadership Strategy on Customer Satisfaction at MyRii Jambi Beauty Clinic

The test results show that a cost leadership strategy has a positive influence on customer satisfaction. This indicates that the implementation of competitive, affordable prices, and commensurate with the benefits of the services received can increase customer satisfaction levels. At the MyRii Beauty Clinic in Jambi, customers assessed that the set treatment costs were relatively appropriate for the quality of service, treatment results, and facilities obtained. This positive perception of value makes customers feel they are benefiting and not financially burdened, thus encouraging satisfaction with the clinic's services. Thus, a cost leadership strategy is an important factor in shaping customer satisfaction and strengthening long-term relationships between clinics and customers.

According to Rehman et al. (2023) a cost leadership strategy is a set of management efforts to produce products or services at a more cost-efficient level than competitors. This strategy aims to create a sustainable competitive advantage while improving company performance. In the service context, cost leadership focuses not only on controlling operational costs but also allows companies to offer more affordable prices to customers without compromising the quality of service provided.

MyRii Beauty Clinic implements a cost leadership strategy, reflected in respondents' high assessment of its competitive pricing compared to other similar beauty clinics. The relatively affordable prices allow customers to feel they have broader access to beauty care services without facing excessive costs. Furthermore, MyRii offers a variety of service packages tailored to customers' financial capabilities, allowing them to choose the type of treatment that best suits their needs and economic situation. Furthermore, the prices offered by MyRii Beauty Clinic are perceived as commensurate with the benefits received, both in terms of service quality, treatment results, and facilities provided. This alignment between price and value creates a perception of price fairness and a sense of benefit among customers. This ultimately has a positive impact on customer satisfaction, as customers feel their needs and expectations are optimally met through quality services at a reasonable cost (Napitupulu, 2022).

The Influence of Satisfaction on Customer Loyalty at MyRii Jambi Beauty Clinic

Customer satisfaction has also been shown to have a positive and significant impact on customer loyalty at MyRii Beauty Clinic in Jambi. This finding indicates that the level of customer satisfaction plays a significant role in shaping loyalty to MyRii Beauty Clinic in Jambi. Customers who are satisfied with the quality of service, treatment results, and the experience they receive are more likely to return to the clinic on an ongoing basis. Furthermore, consistent satisfaction also encourages customers to choose the same clinic even when other alternatives are available. Therefore, customer satisfaction is a key factor in creating strong and sustainable customer loyalty at MyRii Beauty Clinic in Jambi. This research finding aligns with previous findings by Mainardes and Freitas (2023); Panday and Nursal (2021) which states that customer satisfaction

has a positive and significant impact on customer loyalty, meaning that when satisfaction increases, customer loyalty also increases.

According to Oliver (1999) loyalty is a strong and ongoing commitment from customers to consistently reuse a preferred product or service in the future. At the MyRii Jambi Beauty Clinic, loyalty is reflected in the behavior of customers who regularly undergo repeat treatments, do not easily switch to other beauty clinics, and continue to choose MyRii even though there are various alternatives for similar services. This commitment arises because customers feel satisfied with the quality of service, treatment results, prices that are considered appropriate, and a pleasant service experience. Therefore, customer satisfaction is the main foundation for loyalty, where satisfied customers tend to develop emotional bonds and trust in MyRii. Thus, customer loyalty at the MyRii Jambi Beauty Clinic can be seen as a direct consequence of consistently felt satisfaction in every service interaction.

Based on the Customer Loyalty Ladder theory proposed by Griffin (2005) customer satisfaction reflects the customer's position in the loyalty stage they are currently pursuing. Satisfaction indicates that the customer has surpassed the initial stage as a suspect or prospect and has moved from the customer to the client stage, which is when the customer not only tries the service but also makes repeat purchases because the experience meets or exceeds expectations. At this stage, satisfaction serves as the main foundation that strengthens the relationship between the customer and the company. If this satisfaction is consistently maintained, customers have the potential to advance to the advocate stage, where they are not only loyal but also willing to recommend the service to others. Thus, customer satisfaction shows the extent to which the loyalty process has developed and is a crucial determinant in leading customers to a higher level of loyalty at the MyRii Jambi Beauty Clinic.

The Effect of Cost Leadership Strategy on Customer Loyalty Mediated by Satisfaction at the MyRii Jambi Beauty Clinic

The results of the mediation test indicate that customer satisfaction plays a role in bridging the influence of cost leadership strategies on customer loyalty. This finding indicates that the implementation of low-cost strategies and competitive pricing first increases customer satisfaction, which subsequently encourages the formation of loyalty. At the MyRii Beauty Clinic in Jambi, customers who feel satisfied because the treatment price is considered affordable and commensurate with the quality of service received are more likely to have a desire to make repeat visits and remain loyal to the clinic's services. However, the cost leadership strategy also has a direct influence on customer loyalty without going through satisfaction. This indicates that some customers can directly form loyalty based on competitive price considerations. Therefore, customer satisfaction can be concluded to play a role as a partial mediating variable, strengthening the relationship between cost leadership strategies and customer loyalty in building sustainable long-term relationships with beauty clinic customers.

Based on Competitive Strategy Theory proposed by Porter (1980), a cost leadership strategy emphasizes a company's ability to offer competitive prices through cost efficiency without sacrificing service quality. At the MyRii Jambi Beauty Clinic, the implementation of this strategy creates a positive perception of value in the eyes of customers, so that customers feel that the costs incurred are commensurate with the benefits and results of the treatment obtained. This perception of value becomes the basis for forming customer satisfaction, because customers feel economic benefits as well as a satisfying service experience. This satisfaction then acts as a psychological mechanism that bridges the influence of the cost leadership strategy on customer loyalty.

Furthermore, when linked to the Customer Loyalty Ladder, customer satisfaction serves as a key driver that helps customers move up from the repeat purchase stage to stronger loyalty. Customers initially attracted by affordable prices will return to the service due to satisfaction, gradually developing into loyal repeat customers. In fact, continued satisfaction can push customers to a higher level of loyalty, where they not only make repeat visits but also recommend the clinic to others. Thus, a cost leadership strategy not only has a direct impact on loyalty but also works indirectly through customer satisfaction, which is a key factor in strengthening long-term relationships between clinics and customers (Griffin, 2005).

Conclusion

Based on the results of research and discussion on "Building Customer Loyalty at MyRii Jambi Beauty Clinic: Analysis of Cost Leadership Strategy and Service Quality with Satisfaction as a Mediator", it can be concluded that the cost leadership strategy has a positive effect on customer loyalty, where the implementation of affordable and efficient prices encourages customers to continue choosing and recommending MyRii Jambi Beauty Clinic. In addition, the cost leadership strategy also has a positive effect on customer satisfaction because competitive pricing and in accordance with service benefits can increase the perception of value and the level of customer satisfaction. Customer satisfaction itself has been proven to have a positive effect on customer loyalty, so that the higher the perceived satisfaction, the stronger the customer loyalty to MyRii Jambi Beauty Clinic. Furthermore, customer satisfaction acts as a mediating variable in the relationship between cost leadership strategy and customer loyalty, which shows that a low-cost strategy can increase customer loyalty through increased satisfaction, although the direct effect of the cost leadership strategy on customer loyalty remains.

The suggestion that can be given is that the management of the MyRii Jambi Beauty Clinic is advised to maintain and optimize the implementation of a cost leadership strategy while maintaining a balance between affordable prices and service quality, because this is important to increase customer satisfaction which ultimately can strengthen loyalty and encourage recommendations from customers. In addition, medical personnel and service staff are expected to continue to improve their competence, friendly attitude, and communication skills with customers, because empathetic and responsive service will help build emotional connections so that customers feel satisfied and are willing to use the clinic's services again. On the other hand, customers are expected to provide feedback or input regarding the services and prices set by the clinic as material for evaluation and continuous improvement to improve service quality and customer satisfaction. As for future researchers, it is recommended to add other variables that have the potential to influence customer loyalty, such as brand image, trust, or promotion, so that the research results are more comprehensive.

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