

Understanding Loyalty in a Company-Led Halal Brand Community: The Role of Perceived Benefit, Engagement, and Religiosity

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Abstract

Several brands nowadays, especially the Indonesian cosmetics industry, form a community managed by the company as a strategy to build customer loyalty. However, the effectiveness of this community in creating loyalty is still questionable. This study analyzes how perceived benefits, brand community engagement, and religiosity affect the repurchase intention of Wardah Youth Ambassador (WYA) members, with brand equity as a mediating variable. A quantitative approach was used through the distribution of an online questionnaire to 100 active members or alumni of WYA. The data was analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. Perceived benefits had a significant effect on brand equity and repurchase intent. Community engagement also had a significant effect on brand equity and repurchase intent. Religiosity affected brand equity, but had no direct effect on repurchase intent. Brand equity partially mediated the relationship between community engagement and repurchase intent. Joining a company-managed community does not necessarily create loyalty. Emotional and cognitive engagement, as well as value perceptions and religious alignment, play a key role in shaping the loyalty of Muslim Gen Z consumers. This research emphasizes the importance of meaningful and value-relevant brand experiences in maintaining customer loyalty.

Keywords: Brand Community Engagement, Perceived Benefit, Religiosity, Brand Equity, Repurchase Intention

A. INTRODUCTION

Indonesia's population in 2025, according to the data from the Central Agency of Statistics (BPS), is expected to reach 284 million people, with 33% of them being Generation Z, between 13 and 28 years old. In addition, a 2024 Indonesian internet penetration survey by the Indonesian Internet Service Providers Association (APJII) found that Gen Z (born 1997-2012) at 34.40% of internet users in Indonesia. This number is higher than the millennial generation at 30.62%. These findings suggest that Generation Z in Indonesia has a strong presence online and can be a potential target market for businesses, including cosmetics. Furthermore, the Indonesian cosmetics industry has shown fast growth in recent years. Reni Yanita, the Director General of Small and Medium Industries, at the Ministry of Industry, said that in the three years after COVID-19 pandemic, the number of cosmetic business players rose by more than 77% during 2020-2024 from 726 to 1,292 business players, consisting of 83% micro and small companies, and 17% of medium and large industries. This indicates that local Indonesian cosmetic brands have made significant efforts to provide growth.

The Indonesian beauty company has been growing fast, especially in the halal cosmetics industry, as Muslim customers increasingly understand the importance of consuming goods related to Islamic beliefs, so encouraging major development in this sector. Concerning the increasing number of halal-certified brands, it is essential for the business to not only sell halal products but also create an authentic and consistent brand identity that reflects these values. Wardah is a popular local cosmetic brand in Indonesia, recognized over generations, and aims to establish a strong presence in the cosmetics industry. Wardah is now considered the leader in modern cosmetics, due to its strong brand image that promotes a halal identity and its implementation of many modern advertising methods. Wardah is recognized not just for its halal certification but also for its branding that includes the values of religion, education, and the empowerment of Muslim women. Wardah's primary strategy for building brand equity and loyalty is the establishment of the Wardah Youth Ambassador (WYA) community, including beauty enthusiasts who act as brand representatives through several Indonesian cities.

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The Wardah Youth Ambassador (WYA) system is a company-managed community in which members are formally recruited via a screening procedure, provided with specialized training, and engaged in several marketing campaigns. Compared to a community driven by consumer initiatives, WYA was created under the guidance and structure of the Wardah brand team to ensure its members reflect brand values in their everyday lives and on social media. Although it sounds exclusive, the benefits received by WYA members tend to be limited functionally, namely in the form of free products in the context of certain campaigns, as well as engagement opportunities through training or content. This is an interesting point. The author wanted to find out whether these kinds of benefits and activities are enough to build an emotional attachment to the brand and drive loyalty in the form of repeat purchases.

The author's research on social media profiles and WYA activities across various regions indicates that the execution of this community program is inconsistent. Some cities show powerful citizen engagement, whereas others seem passive or rely upon external parties, like community agencies, for their projects. In several cases, Wardah events revealed that some audience members are regional beauty community participants who are not affiliated with WYA. It highlights concerns regarding the performance of official communities. An essential feature of a community like the Wardah Youth Ambassador program is how members engage with the brand, even beyond mere formal attendance. This involvement is referred to as brand community engagement, including cognitive understanding of the brand, affective connection to the community, and active participation in events.

However, based on the author's findings, not all WYA members reflect similar levels of engagement. Some individuals are only passive participants, collecting the benefits without a sense of affiliation with the brand's values. This engagement is expected to boost brand equity and possibly encourage continued purchasing of Wardah products. Furthermore, it is essential to analyze how participation in this community contributes to the development of loyalty. The benefits they earn from engaging with the community significantly influence their connection with the brands. In the context of the Wardah Youth Ambassador system, the benefits can be seen in various forms: the opportunity to get knowledge about skincare and makeup (educational benefit), the development of self-confidence through affiliation with a reputable brand community (self-esteem benefit), the development of social connections among fellow ambassadors (social benefit), and the enjoyment achieved by engaging in community events and activities (hedonic benefit). All of these forms serve as perceived benefits, which refer to an individual's assessment of the positive value earned by participating in a community. If perceived benefits are small, attachment is likely to be weak, possibly leading to a decision not to make a repurchase.

Previous research has shown that engagement in the brand community and perception of benefits have a significant influence on brand equity and repurchase intent (Bashir et al., 2020; Puspita & Balqiah, 2023; Zang et al., 2022). However, inconsistent results were also found. For example, (Damayanti et al., 2024) stated that Customer Brand Engagement had no significant effect on Brand Loyalty, while (Susila et al., 2020) found that brand community affective commitment had no significant effect on repurchase intention in the Panther Mania community. For the religiosity variable, (Afrida, 2022) stated that religiosity has a negative effect on customer loyalty, while (Ramadhani et al., 2023) stated that religiosity has a negative influence on repurchase intention and is even moderated negatively by brand image. These findings contradict studies such as (Sari et al., 2021), which show a positive influence of religiosity on brand equity. In addition, (Angmalisang et al., 2024) found that not all dimensions of brand equity have a significant influence on repurchase intentions; notably, quality perceptions have no significant influence, although brand loyalty has been shown to have the strongest influence.

On the other hand, although the relationship between the perception of benefits and brand equity and repurchase intention is generally consistently significant (Handoyo et al., 2024; Arso & Susanto, 2022), most studies were conducted in the context of general consumers and have not tested specifically on the halal communities managed by the company. Although many studies have addressed brand community engagement, perceived benefits, or brand equity separately, studies that explicitly examine the influence of religiosity on brand equity are still very limited. The relationship between brand community engagement and brand equity is also rarely researched, even though community involvement is believed to be one of the keys to brand asset formation. In addition, the trend of the beauty community managed by the company itself has only developed since around 2017 (about the last eight years), so the relevant empirical literature is still relatively limited. Until now, there has been no research that simultaneously tested the five variables, perceived benefit, brand community engagement, religiosity,

brand equity, and repurchase intention, in one integrated model. Therefore, this study aims to fill this gap and make an empirical contribution to understanding the loyalty of Gen Z Muslim consumers in the context of a structured halal brand community.

B. LITERATURE REVIEW

Perceived Benefit

Perceived benefit refers to the benefits that consumers feel from their involvement in the community, both functional, symbolic, and social benefits. These benefits can increase repurchase intention because consumers feel more satisfied and encouraged to continue using the product (Zang et al., 2022). Perceived benefits also contribute to brand equity because positive experiences strengthen brand image, trust, and loyalty (Puspita & Balqiah, 2023).

H1: Perceived benefits affect brand equity

H2: Perceived benefit affects repurchase intention

Brand Community Engagement

Brand community engagement is the active and emotional involvement of consumers in the brand community, both through participation in activities and closeness with fellow members. This engagement can drive repurchase intention because it strengthens emotional loyalty to the brand (Sjuchro et al., 2025). In addition, engagement also shapes brand equity through positive experiences and consumer proximity to the brand community (Bashir et al., 2020).

H2: Brand community engagement affects brand equity

H3: Brand community engagement affects repurchase intention

Religiosity

Religiosity reflects the level of commitment of consumers to religious values that influence consumption attitudes and behaviors, including in choosing halal products. In some contexts, religiosity can increase repurchase intention due to the urge to remain loyal to products that are considered to be under Islamic law (Ramadhani et al., 2023). Religiosity also contributes to brand equity because the perception that brands have religious values can strengthen trust and loyalty (Sari et al., 2021).

H5: Religiosity affects brand equity

H6: Religiosity affects repurchase intention

Brand Equity

Brand equity describes consumers' perception of a brand's value, including dimensions such as brand awareness, perceived quality, association, and loyalty. High brand equity drives repurchase intention because it creates trust and emotional attachment to the brand (Rizwan et al., 2021). However, not all dimensions of brand equity always have a significant effect, as shown in a study by (Angmalisang et al., 2024), which found that perceived quality is not significant.

H7: Brand equity affects repurchase intention

Brand Equity as Mediator

Apart from being a dependent variable, brand equity can also act as a mediator in the relationship between engagement, perceived benefit, and religiosity to repurchase intention. A study by (Sofyan et al., 2022) shows that brand equity mediates the relationship between brand community engagement and repurchase intention. In addition, (Aquinia and Soliha, 2020) stated that brand equity also mediates the influence of perceived benefit and religiosity on repurchase intention.

H8a: Brand equity mediates the influence of brand community engagement on repurchase intention

H8b: Brand equity mediates the influence of perceived benefits on repurchase intention

H8c: Brand equity mediates the influence of religiosity on repurchase intention

C. METHODS

This research was compiled to answer strategic problems regarding the effectiveness of the Wardah Youth Ambassador (WYA) community as part of the brand loyalty strategy. This study aims to understand

whether community members' experiences, their level of engagement, and the appropriateness of religious values can contribute to brand equity formation and repurchase decisions for Wardah products. Thus, a quantitative methodology has been used to systematically and empirically analyze the correlations among variables. Data was collected via an online survey using a closed-ended questionnaire distributed to members of the WYA community across numerous cities in Indonesia. This survey targets those who have formally engaged in the WYA program and have experience in repurchasing Wardah products.

The sample approach used is purposive sampling, which uses specific requirements to ensure that respondents have relevant experience related to the research topic. This study used the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique with SmartPLS software for data analysis. This technique was selected because it can manage models with several latent constructs while examining both direct and indirect connections among variables. This approach enables researchers to assess the function of brand equity as a mediating variable more thoroughly. This study's conclusions are anticipated to offer practical insights for Wardah management concerning value-based community management.

The primary data collection method in this study was carried out through the distribution of online questionnaires. The questionnaire was prepared in the form of a closed statement with a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree), and distributed to members of the Wardah Youth Ambassador (WYA) community through social media platforms, namely Instagram and TikTok. The researchers sent direct messages to the identified members of the WYA community through social media accounts and asked for their help to distribute the Google Form link to WYA's internal WhatsApp groups in various cities. While this approach is effective in reaching target populations, there are potential biases that need to be acknowledged. Online distribution of questionnaires can give rise to self-selection bias, as only active and interested individuals are likely to respond. In addition, limitations on social media-based distribution also limit the scope of representation of the wider population.

Respondents in this study were selected using purposive sampling techniques, with the following criteria: 1) they were official members or had been members of the WYA community, and 2) they had repurchased Wardah products at least once. The primary data collected from this questionnaire will be used to analyze the relationship between variables in the research model, which includes perceived benefit, brand community engagement, religiosity, brand equity, and repurchase intention. The secondary data used in this study were obtained from several sources, such as Related Literature and Research Journal articles, e-books, scientific publications, online references, and company data from official website information that discuss theories and results of previous research related to brand community, perceived benefit, religiosity, brand equity, and repurchase intention.

Although the number of respondents in this study was relatively limited ($n = 100$), the number met the minimum requirements for PLS-SEM analysis, which is ten times the number of indicators in a single construct (Hair et al., 2021). Therefore, the number of samples is considered statistically adequate. However, there are limitations in terms of geographical distribution and the affordability of respondents. Most of the respondents came from certain regions, especially West Java. In addition, all respondents were women from Generation Z, which follows the characteristics of the Wardah Youth Ambassador community as a community of young Muslim women. Obstacles were also found in the data collection process; not all targeted individuals were willing to fill out the questionnaire, and some did not respond even after being contacted through various channels. This can affect data diversity and pose potential sampling bias, so findings need to be interpreted carefully in the context of the broader population..

D. RESULTS AND DISCUSSION

The analysis in this research will be conducted through three categories: STP Analysis, Internal Analysis, and External Analysis of Wardah Youth Ambassador.

Respondent Analysis

This study's questionnaire distribution received 100 responses. It also fits the Wardah Youth Ambassador (WYA) community, which focuses on beauty and personal care and involves mostly young women who enjoy cosmetics and community activities. The majority of responses were from women, which links Wardah's marketing strategy to the WYA community's approach to its core target

demographic. Most responders were students—47, or 47%. The Wardah Youth Ambassador (WYA) community is in high demand by young ladies who are still in educational institutions and interested in beauty and community activities in their age group. The second largest group is content creators/affiliates, with 39 persons (39%), demonstrating that social media and creative digital industry professionals are drawn to this system. The employee group made up 9% of respondents, followed by teachers (4%) and midwives (1%). This diverse job history shows that young women from all professions are drawn to the WYA community. Based on age categories, most respondents were in the age range of 21–24 years, all of whom belong to the Generation Z (Gen Z) group, individuals born between 1997 and 2012 (Francis & Hoefel, 2018). The dominance of respondents from this age group is also in line with brand positioning that targets young consumers who are active, expressive, and care about appearance and religious values.

All respondents showed quite high awareness of the existence of the WYA community. This is a strong basis for developing a differentiation strategy, where the marketing focus is no longer on educating the community about its existence, but on strengthening the value, positioning, and unique value proposition compared to other beauty communities. The largest number of respondents came from the Bogor area, comprising 20 people, or equivalent to 20% of the total respondents. From the author's overview of each Instagram Account, Bogor is one of the most active accounts amongst the rest of the area's Instagram accounts. One of the interesting aspects analyzed in this study is the status of respondents' membership in the Wardah Youth Ambassador (WYA) community. From the total 100 respondents, 61 people (61%) are active members, while 39 people (39%) are alumni who have previously been members of this community. These findings reflect that most respondents still have direct and actual involvement in community activities, while the rest remain an important part of the WYA ecosystem through their experiences and memories. This alum involvement shows the long-term potential in building community-based brand loyalty.

The frequency of purchasing Wardah products independently (not due to cooperation or affiliation) shows that most respondents are still active in shopping. As many as 35% of respondents bought in the last 1 month, followed by 23% in the last 1 week, 19% in the last 3 months, and another 23% last bought more than 3 months ago. This pattern shows that most of them still have a relatively high purchasing intensity. However, the finding that 23% of respondents did not purchase in the last 3 months shows that not all consumers are motivated to buy, even though there are regularly various promotional events such as twin date discounts (e.g., 9.9, 10.10) and large events such as Jakarta X Beauty. This could be a signal that mass promotion strategies are not yet fully effective in driving repurchases from all segments of the community, so a more personalized or relevant approach to their needs is needed. Most respondents felt great benefits after joining the Wardah Youth Ambassador (WYA) community. As many as 70% of respondents gave the highest rating (score 5) of the benefits they felt, and another 27% gave a score of 4. Meanwhile, only 3% of respondents gave a low rating (score of 1 or 3), and none gave a score of 2. These findings show that the WYA community is considered to have a significant positive impact by its members, both in terms of personal development, community experience, and connection with the brand. This high perception of benefits reflects the success of community programs in creating meaningful and relevant experiences for their members.

Outer Model Analysis

To evaluate the measurement model, convergent validity and construct reliability were tested. All indicators showed sufficient outer loading values above 0.70, indicating strong convergent validity (Hair et al., 2021). For example, perceived benefit indicators ranged from 0.712 to 0.902, brand community engagement ranged from 0.677 to 0.890, and religiosity ranged from 0.820 to 0.870. The BCE7 indicator was retained in the model because, in the initial stage of the outer loading test, the value reached 0.708, thus meeting the minimum threshold of 0.7, and was not eliminated. Although the loading value decreased to 0.677 after the bootstrapping process, the figure is still acceptable in exploratory research with the PLS-SEM approach (Hair et al., 2021). In addition, in substance, BCE7 is important for describing aspects of digital engagement such as likes, comments, and shares on social media, which are highly relevant to the characteristics of Gen Z's participation in the brand community.

In addition, all constructs met the threshold for Average Variance Extracted ($AVE > 0.50$) and demonstrated good internal consistency, with Cronbach's Alpha and Composite Reliability values above 0.87. Discriminant validity was also confirmed through HTMT ratios, all of which were below 0.90,

indicating distinctiveness among the constructs. These results indicate that the measurement model is valid and reliable, allowing further analysis of the structural model.

Inner Model Analysis

Based on Table 1, five of the seven hypotheses were declared significant ($p < 0.05$). Brand Community Engagement affects Brand Equity ($\beta = 0.426$; $p = 0.000$) and Repurchase Intention ($\beta = 0.244$; $p = 0.034$). Perceived benefit affected Brand Equity ($\beta = 0.396$; $p = 0.000$), but was not significant on Repurchase Intention ($\beta = 0.263$; $p = 0.068$). Religiosity did not affect Brand Equity ($\beta = 0.090$; $p = 0.308$), but was significant on Repurchase Intention ($\beta = 0.149$; $p = 0.027$). Brand Equity itself affects Repurchase Intention ($\beta = 0.287$; $p = 0.017$). The results show that community engagement and brand strength play an important role in driving Gen Z Muslim loyalty, while community and religiosity benefits tend to influence behavior when accompanied by positive perceptions of the brand.

Table 1. Path Coefficient Analysis

Path Relationship	Original Sample	Sample Mean (M)	Standard Deviation	T Statistics	P Values
Brand Community Engagement → Brand Equity	0.426	0.403	0.106	4.014	0.000
Brand Community Engagement → Repurchase Intention	0.244	0.233	0.115	2.122	0.034
Brand Equity → Repurchase Intention	0.287	0.293	0.120	2.398	0.017
Perceived Benefit → Brand Equity	0.396	0.398	0.113	3.507	0.000
Perceived Benefit → Repurchase Intention	0.263	0.262	0.144	1.828	0.068
Religiosity → Brand Equity	0.090	0.082	0.088	1.019	0.308
Religiosity → Repurchase Intention	0.149	0.164	0.067	2.213	0.027

Source: Research data, 2025

Mediation Effect

Based on the guidelines of (Hair et al., 2021), the testing of the mediation effect in the PLS-SEM model was carried out through bootstrapping, because the distribution of mediation effects (indirect effects) is not normal. The p -value < 0.05 of the bootstrapping results shows that the mediating effect is statistically significant and provides strong evidence that mediator variables play an important role in the relationship between exogenous and endogenous variables. The following table 2 is the indirect effect result:

Table 2. Mediation Effect Analysis

Indirect Path	Original Sample	T Statistics	P Values
Brand Community Engagement → Brand Equity → Repurchase Intention	0.122	1.996	0.046
Perceived Benefit → Brand Equity → Repurchase Intention	0.114	1.903	0.057
Religiosity → Brand Equity → Repurchase Intention	0.026	0.907	0.365

Source: Research data, 2025

The Brand Community Engagement → Brand Equity → Repurchase Intention path has a value of $p = 0.046$ and a coefficient of 0.122. Because the p -value is < 0.05 , the mediation effect is significant, which means that Brand Equity is indeed an intermediary that strengthens the influence of community involvement on repurchase intentions. The Perceived Benefit → Brand Equity → Repurchase Intention path shows $p = 0.057$. This value is not statistically significant, as it is slightly above the 0.05 threshold. This means that although there is a tendency for indirect influence, it is not statistically strong enough to conclude the existence of mediation. The Religiosity → Brand Equity → Repurchase Intention pathway was also insignificant, with $p = 0.365$ and a coefficient of 0.026. This shows that Brand Equity does not mediate the relationship between the level of religiosity and repurchase intention.

Thus, of the three mediation pathways tested, only one path was proven to be significant: the relationship between Brand Community Engagement and Repurchase Intention through Brand Equity. Although Wardah is known as a halal cosmetics brand, its brand equity element is not enough to bridge the relationship. This can be caused by inconsistencies in perceptions, such as the use of brand ambassadors who do not wear hijab or have non-Muslim partners, which, for some religious consumers, gives the impression that the religious values carried by the brand are not fully authentic. As a result, brand equity does not form a strong relationship between religiosity and rebuying. The direct influence of religiosity on repurchase intention suggests that religious consumers tend to repurchase because of a personal value drive, not because of a perception of brand power.

The mediation path involving brand equity does not significantly affect the relationship between perceived benefits and repurchase intention. The benefits obtained by community members are more often associated with the community's activities themselves, rather than with the perception of brand equity. In addition, members also receive products for free in the form of gifts, samples, or exclusive access, so there is no need to repurchase unless the product is well-liked or is empty. Thus, the desire to buy back decreases, so the relationship between perceived benefit and repurchase intention is not significantly formed.

R-Squared

The R-squared test explained the proportion of variations in endogenous latent variables (Y) that can be explained by all exogenous latent variables (X). For endogenous latent variables, an R^2 of 0.67 indicates a strong model, 0.33 suggests a moderate one, and 0.19 points to a weak model (Ghozali & Latan, 2015). The following is a table of R-Square test results:

Table 3. R-Squared Analysis

	R Square	R Square Adjusted
Brand Equity	0.706	0.697
Repurchase Intention	0.702	0.690

Source: Research data, 2025

The table shows that the R-Square Adjusted value in this study is 0.697 for the Brand Equity variable and 0.690 for the Repurchase Intention variable. These two variables have a value above 0.67, which indicates that this research model is included in a strong model. Meanwhile, the variables Perceived Benefit, Brand Community Engagement, and Religiosity explain the Brand Equity level variable of 69.7%; the remaining 30.3% was influenced or explained by other variables not included in this research model. Then, for the variables Perceived Benefit, Brand Community Engagement, Religiosity, and Brand Equity, the variable level of Repurchase Intention of 69% was attributed to the variables included in this research model. The remaining 31% was attributed to other variables not included in this research model.

F-Squared

This part of the analysis aims to find out the predictor level of latent variables. The interpretation guidelines for the F^2 value are that if the value of $F^2 \leq 0.02$ is considered to have no effect, the value of $F^2 \geq 0.02$ indicates the influence of a weak latent variable, $F^2 \geq 0.10$ suggests the influence of a moderate latent variable, and $F^2 \geq 0.35$ signifies a strong influence. The following is a table of F^2 analysis (effect size) results:

Table 4. F-Squared Analysis

	Brand Equity	Repurchase Intention
Brand Community Engagement	0.193	0.053
Perceived Benefit	0.159	0.060
Religiosity	0.018	0.049
Brand Equity		0.049
Repurchase Intention		0.082

Source: Research data, 2025

Based on the analysis result in Table 4.20, the F-Square value of the Brand Community Engagement variable on Brand Equity is 0.193, indicating a significant positive influence. Then the Perceived Benefit to Brand Equity has a value of 0.159, indicating a moderate influence. Furthermore, religiosity towards Brand Equity has a value of 0.018, indicating no significant effect. For Brand Community Engagement to Repurchase Intention, it gets a value of 0.053, which means it has a weak influence. Then the Perceived Benefit to Repurchase Intention has a value of 0.060, indicating a weak effect. Furthermore, the level of Religiosity on Repurchase intention is 0.049, indicating a weak influence. Finally, Brand Equity to Repurchase Intention has a value of 0.082, indicating a weak influence.

STP Analysis

Segmenting

The segmentation Analysis classified geographic, demographic, psychographic, and behaviour aspects that are shown through the table below:

Table 5. Segmenting Analysis

Segmentation Type	Variable	Details
Demographic	Gender	Female
Demographic	Age	Dominated by 21-25-year-olds
Demographic	Job	Dominated by Student and Content Creator
Geographic	Location	Major cities (Jakarta, Yogyakarta, Semarang, Bogor, etc)
Geographic	Urbanization	Urban, digitally active
Psychographic	Lifestyle	Socially active, self-care oriented, enjoying online sharing
Psychographic	Values & Personality	Seek confidence, identity expression, match with halal, and the brand
Psychographic	Emotional Needs	Needs belonging recognition, empowerment through community
Behavioral	Usage Rate	Medium – monthly repurchase
Behavioral	Loyalty	High – 89.4% still chose Wardah even though the other brands offer a bigger discount rate.
Behavioral	Purpose	Beauty & brand value alignment
Behavioral	Benefit	Self-confidence, exclusivity, identity support, community pride

Source: Research data, 2025

Targeting

The target analysis shows how to group the main goals that best suit the characteristics of the Wardah Youth Ambassador community. The groupings are based on their engagement, loyalty, and potential in supporting the brand strategy. The following is an explanation of the target segment and its strategic approach:

Table 6. Targeting Analysis

Target Segment	Description	Reasons	Strategic Approach
Gen Z & Student	Youth female in urban cities who are aware of their image, follow beauty trends, and are interested in halal brand products. Most students are Gen Z.	The current biggest segment matches the brand positioning and has high potential to become long-term loyal customers.	Wardah can launch a loyalty program with special student discounts that require showing student cards, which serve as a point system for rewards, increasing student loyalty to quality local halal products.
Content Creator	Social media savvy, like to share beauty or lifestyle content, and have an emotional connection with the brand.	Potential to become organic brand ambassadors, productive content creators, and emotionally connected brand advocates who can reach niche markets.	Strengthening the WAY positioning as a lifestyle community. Programming exclusive content, collaborating with each member, and running a value-based campaign.
Wardah Youth Ambassador Alumni (Loyal)	Not formally active in the WYA community, but still purchases Wardah products due to alignment with values and past positive experiences.	They have shown high repurchase intent despite lacking active incentives; loyalty can be sustained through value-based retention strategies.	Build an appreciation program for WYA alums, such as annual reunions or special events (e.g., Kartini Day or Iftar), and offer affiliate opportunities to keep them engaged.
Passive Members	Former members who now engage minimally still follow the brand indirectly.	They maintain interest in the brand and could be reactivated through personal outreach or brand refreshment strategies.	Create group tasks or collaborative projects among members to stimulate interaction and engagement — e.g., content creation, small events, or peer-led product promotions.

Source: Research data, 2025

Positioning

This research concludes with a focus on creating a distinct, clear, and valued brand image in the target consumer's mind. Whether the Wardah Youth Ambassador (WYA) community instilled a strong and relevant perception among its members was evaluated in this crucial positioning analysis. The authors may find out how community perceptions impact brand equity and intention to repurchase by looking at WYA's positioning. The effectiveness of a community as a loyalty strategy, which defines an emotional connection between customers and the brand, depends on its positioning.

1. Unique Value Proposition: Wardah Youth Ambassador is a company-managed brand community that provides beauty goods and a community experience that empowers modern Muslim women to be confident, educated, and empowered. The combination of practical (product access and training) and emotional (recognition, identity, and social connectivity) advantages makes WYA unique. This sets WYA apart from transactional brand ambassador designs.
2. Brand personalities and emotional differences: With an enjoyable, ambitious, inclusive, and young brand identity, WYA creates community. WYA embodies these values through comfortable, non-judgmental communication, soft, modern visuals, and community activities that foster cooperation and self-expression. WYA's emotional uniqueness comes from its capacity to inspire pride, connection, and representation among young Muslim women who want to develop with a brand that shares their beliefs.

VRIO Analysis

VRIO analysis is a strategic tool to evaluate whether an organization's resources and capabilities can be a long-term competitive advantage. This study used VRIO analysis to assess the internal strengths of the Wardah Youth Ambassador (WYA) community and managerial challenges in optimizing this potential. Through this approach, researchers can identify unique elements that are valuable, rare, inimitable, and organizationally supported, to determine whether these advantages can be maintained in the long term.

Table 7. VRIO Analysis

Resource	V	R	I	O	Strategic Advantages
High engagement among the members	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Halal values as the strongest brand foundation of Wardah	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Member's ability to build content (UGC)	Yes	No	No	Yes	Competitive Parity
The connection between the community from several areas and their Instagram account	Yes	Yes	Yes	No	Unexploited Competitive Advantage
Digital exposure for members	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage

Source: Research data, 2025

The results of VRIO's analysis show that Wardah Youth Ambassador (WYA) has several internal resources that are valuable and quite rare, especially in terms of the compatibility of religious values with brand image, a wide network of branch communities from various regions in Indonesia, and participation in major events from brands such as Glowimpic. A better organizational system, activity-based incentives, and more measurable and consistent community management strategies between regions are needed to sustain these advantages and have great potential, many of which have not been supported by a structured organizational system. For example, although WYA has Instagram accounts in various regions, there is no uniform content consistency or performance indicators (KPIs). In addition, the reward or point system that encourages regular participation of members is not optimal, even though this is important to convert community involvement into increased repurchase intent.

Some abilities, like creating digital content by the members, are also valuable. But this is also done by other brand communities, such as the Rubi Community from Avoskin, which also has similar abilities and even more followers. Moreover, Wardah's branding is indeed quite strong, but this is also starting to be followed by other brands that are increasingly aggressive digitally. Overall, many potential competitive advantages from WYA are still temporary and have not been maximized optimally. A better organizational system, activity-based incentives, and more measurable and consistent community management strategies between regions are needed to ensure sustainability.

SWOT Analysis

The SWOT analysis in this study evaluated the strengths, weaknesses, opportunities, and threats of the Wardah Youth Ambassador (WYA) community. This analysis was compiled based on the results of STP, VRIO, and quantitative data from the SEM-PLS survey and data processing, to provide a relevant strategic picture of the effectiveness of the WYA community in building consumer loyalty of Gen Z Muslim women.

Table 8. SWOT Analysis

Strengths	Weaknesses
• Strong brand equity among Muslim consumers • Perceived high benefits: learning, pride, social relationships • WYA as a strategic brand-managed asset (recruitment, training)	• No continuous content training; uneven content quality • Religiosity does not influence repurchase; value-practice gap • No sustained Islamic value programs (e.g., routine studies) • Some WYA Instagram branches are inactive.
Opportunities	Threats
• Gen Z Muslim women are active digital consumers who seek value and community. • Emotional need for recognition and pride among WYA's target • Halal values remain relevant in perception. • Instagram networks and events can be national activation tools.	• Local competitors have stronger digital communities. • Inconsistencies in the Islamic brand image may reduce trust • Failure to adapt to Gen Z communication may reduce engagement.

Source: Research data, 2025

E. CONCLUSION

This study found that involvement in community and brand equity has a significant effect on repurchase intentions among Gen Z Muslim women who are members of Wardah Youth Ambassador (WYA). The STP and VRIO analyses reinforce the quantitative results by providing a strategic context: WYA has managed to reach a segment of young Muslim women who are active on social media and interested in beauty issues and Islamic values. However, the finding that perceived benefits are not significant to repurchase intention suggests that functional benefits such as free products or exclusive access are not enough to drive long-term loyalty, especially if member participation is only driven by short-term benefits such as content or exposure.

VRIO's analysis shows that Wardah's strength lies in its Islamic brand image, extensive community network, and strong reputation. However, the lack of optimal community management systems between regions, weak reward systems, and limited Islamic programs show that this potential has not been fully utilized to build sustainable brand equity. Therefore, Wardah is advised to direct the WYA program towards more emotional and value-based experiences, such as Islamic education programs, social activities, and active member appreciation. Regional management consistency also needs to be strengthened through clear content strategies and uniform performance indicators.

This study has limitations in the scope of the sample, which is geographically centralized and dominated by students, so the generalizability of the findings is still limited. Further research can compare the structure of different brand communities or test other mediating variables, such as trust or satisfaction, to understand the formation of loyalty in a structured halal community.

Disclosure and Ethical Statement

This research is based entirely on publicly accessible data and voluntary responses collected through open online platforms. The use of brand names (e.g., Wardah and the Wardah Youth Ambassador program) is intended solely for academic analysis based on public information and consumer perception. No proprietary, confidential, or internal company data was accessed or used in this study. The authors affirm that this research complies with ethical standards for human subjects and data privacy.

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