

OPTIMIZING SOCIAL MEDIA-BASED GREEN MARKETING STRATEGIES TO ENHANCE CUSTOMER ENGAGEMENT: A CASE STUDY OF SARIAYU MARTHA TILAAAR

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Abstract

This study will investigate the application of green marketing strategies via social media to improve the engagement of the customers of the Generation Z by taking Sariayu Martha Tilaar as a case study. Over the last few years the rapid adoption of digitalization in the Indonesian beauty industry has rendered the involvement in the social media a deciding factor in the competitiveness of the brands, especially among younger customers who place a strong value on authenticity, sustainability, and the speed of digital engagement. Although Sariayu has a high institutional credibility, a long history, and adherence to natural and ethical beauty, the brand has very poor results in digital performance. The theoretical model combines the Theory of Reasoned Action and the Stimulus-Organism-Response model and assumes that the Attitude Towards Engagement and Subjective Norms represent the variables. The quantitative approach is adopted with the help of the PLS-SEM and primary data would be gathered with 217 Gen Z and Millennial respondents. Such a methodological approach provides an opportunity to assess direct and indirect connections and determine whether social media marketing, online marketing, brand ambassadors, and brand community affect attitudes and subjective norms and whether these organism variables in turn prompt the engagement behavior. The empirical results demonstrate that there is Engagement Paradox. Even though the general model has a significant propensity to predict customer engagement, the psychological processes assumed to mediate the interrelationship do not take place. The engagement attitude and subjective norms do show a weak explanatory power and neither shows a significant effect in predicting engagement behavior. Some of the digital stimuli do not have a significant impact on the mediating variables as well. Interestingly, the brand community variable has a negative influence on the attitudes, which indicates the potential content fatigue or the sense of a lack of genuineness in the ongoing community-building efforts of Sariayu.

Keywords: *Customer Engagement, Generation Z, Green Marketing, Social Media, PLS SEM, SWOT Analysis, TOWS Framework.*

INTRODUCTION

Over the past few years, the beauty and skincare market in Indonesia has been growing massive as what was once perceived as a luxury has turned into a necessity. It is practically impossible to walk through a mall, scroll through e-commerce apps, or even just open Instagram, and not have seen skincare advertisements that promise to make your skin healthier, brighter, or glowing. This trend is not specifically aesthetic in nature, but is indicative of an increased concern over the necessity to take care of their skin and be health conscious since people are becoming aware of how vital the skin is to the body as the largest organ and the ultimate defense mechanism against the external environment. Therefore, this suggests that the US department of education might focus on incorporating contemporary technologies, such as virtual libraries, mobile applications, and video conferencing tools, into its curriculum development. Consequently, it may indicate that the US department of education could aim at procuring the modern technologies, including virtual libraries, mobile applications, and video conferencing tools in its curriculum development. The revenue of the skincare market in Indonesia is expected to grow continuously between 2019 and 2028, according to the Statista Research Department (2023). This stems from a set of factors, such as the growth of the number of middle-class consumers, the growth of purchasing power, and a shift in culture that takes personal appearance and wellness as a priority (YCP Solidiance, 2023; Oxford Business Group, 2019; Bain and Company, 2019). Furthermore, there is more enlightenment on the issue of skin health, the dangers of UV radiation,

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and the skincare significance, which has created a higher demand in Indonesia. Interestingly, Covid-19 pandemic has formed consumer behavior in this industry to a large extent. Lockdowns made people spend more time at home, which resulted in the evolution of self-care trends as people sought to feel better in the face of uncertainty. Skincare turned out as a self-indulgence and emotional reassurance. Moreover, since consumers opposed visiting physical retail outlets, online shopping is on the rise, and people can shop and choose many skincare products at the comfort of their homes. This trend prompted brands to tighten their digital capabilities and online marketing plans in order to reach the broader target audience (Intel, 2024). Following this, the e-commerce has emerged as a rather overpowering sales avenue in beauty products around the globe.

According to McKinsey (2023), the world beauty e-commerce sales increased by 20 per cent in the period between 2015 and 2022 and drastically during the pandemic. Even in 2022, e-commerce overtook specialty retail, as the largest single channel in the world, contributing to one-fifth of the total beauty industry sales. It is estimated that e-commerce sales of beauty products will keep rising at a rate of 12 per cent in the 2022-2027, whereas the physical retailers will increase at a lower rate of 7 per cent (specialty retail) and 4 per cent (drugstores and grocery stores) in the same time period (McKinsey, 2023). But, even with this dramatic expansion, the beauty industry is currently experiencing a greater competition. The local and international brands have entered the market in large numbers and provide diverse products covered by varied price points and possessing different selling propositions. Perhimpunan Perusahaan dan Asosiasi Kosmetika Indonesia (PPA Kosmetika Indonesia) shows that there is an increase in the number of cosmetics companies in Indonesia; in 2022, it was 913 companies, whereas in mid-2023 it was 1,010 companies. Out of all the output of these local cosmetic firms, the biggest market segment was personal care with the market volume USD 3.18 billion in 2022 with skincare coming next with USD 2.05 billion, cosmetics with USD 1.61 billion, and fragrances with USD 39 million. The numbers explain how fast the industry is growing and diversifying, and this means that consumers have more options today than before, becoming picky and demanding when it comes to trusting the brands (PPA Kosmetika Indonesia, 2023; Statista, 2023).

This is particularly so with Generation Z and Millennials who constitute a good segment of Indonesia population. BPS (2020) adds that Gen Z alone has 27.94 percent of Indonesia populations, and Nielsen (2019) says that 78 percent of Gen Z do buy skincare products regularly and spend a significant amount of their disposable income on beauty and personal care. Nevertheless, these consumers have become more conscious and critical following a high degree of brand competition. It is no longer adequate that a brand will be selling products that are effective only. Consumers in Generation Z and the Millennial generation demand brands that offer vegan and cruelty-free, and safe products with packaging made of recyclable and environmentally-friendly materials and must be run by companies that actually practice sustainability in their operations (Winnie Irene, 2024). It is also backed up by a study that was carried out by McKinsey (2023) which revealed that Gen Zes are very picky regarding the selection of beauty products. About 54 percent of Gen Z consumers said that they take time to research on products that provide them with the best value and 46 percent are ready to spend more on beauty products provided by sustainable brands. We also found that 45 percent would switch brands in case it is not a socially responsible or inclusive brand and 44 percent would pay a higher price on a quality beauty brand. These statistics underscore the idea that to the Gen Z, price and product performance is not a only factor in choosing the brand, but also the ethical principles and sustainability of the brand, as well as the breadth of inclusiveness (McKinsey, 2023).

Moreover, product features like best result (100%), products that fit their skin (97%), brands they trust (96%), and products that help them feel good (emotionally and socially) are the priorities of Gen Z people when choosing skincare products. Notably, their purchase decisions are also affected by sustainability (81%) and natural or organic ingredients (81%). According to these results, the ability of a brand to succeed in Gen Z market is closely tied to its credibility, sustainability, safety of ingredients, and a product efficiency (McKinsey, 2023). This means that the pressure on the beauty brands is to create something new and be able to compete strategically in order to sustain and grow their market share. The competition is not spared by even such iconic brands as Martha Tilaar, Wardah and Mustika Ratu, to which Indonesian consumers have credited their decades-long loyalty. As the brands enjoy high brand equity and consumer loyalty, they face the pressure to stay relevant to younger generations, especially Gen Z people, who are extremely sensitive to worldwide trends, online feedback, and endorsement by beauty influencers (Winnie Irene, 2024). The continuous changing of product formulation, the packaging design, and the marketing approach is the only way brands can keep up with the competition. Green marketing is one of the strategic areas, which have come out strongly in recent years and focus on environmental friendly practices and sustainability throughout the product life cycle. This strategy is a reaction to the emergence of green consumerism, where purchasers are willing to buy goods that do not only work well and are safe but also committed to the environment and morally. They are concerned with the source of ingredients, cruelty-free, the recycleability of plastic and the

overall environmental impact of the brands they actively promote (Intel 2024; McKinsey, 2023). Green marketing is no longer a trend to follow, it has become a requirement by brands to gain consumer confidence at a time where information is readily available and consumers are quick to lash out on brands they view as being insincere or not being transparent enough. Winnie Irene (2024) indicates that product satisfaction or consumer satisfaction factors like brand image and quality are the most important in consumer satisfaction, which in turn affects which product to purchase. The competitive pricing and good promotions are also important, but they are not as crucial as the brand reputation and perceived quality. Under the influence of genuine and well-presented green marketing approaches, companies can easily improve their brand recognition positioning themselves as responsible and caring firms in the minds of the consumers. Moreover, the consumers tend to purchase a brand when they feel that the brand is trustworthy and comprises their values hence boosting their purchase intention resulting in an improved sales, brand loyalty and referral marketing. It is especially important to the beauty and skincare segment, where personal recommendations and online reviews are an important factor in decision-making when shopping products (Nielsen, 2019; McKinsey, 2023; Winnie Irene, 2024).

METHOD

Data Collection Method

Primary Data Collection

The primary source of data will be an online questionnaire survey distributed to target respondents. This method was selected for the following reasons:

- a. It is cost-effective and time-efficient, enabling the collection of data from a geographically diverse group of respondents.
- b. It provides respondent anonymity, which may encourage honest and unbiased answers.
- c. It is particularly well-suited for analyzing behavioral patterns, perceptions, and attitudes, as well as testing hypotheses quantitatively using statistical analysis tools.

Target Respondents

The survey will be targeted at Gen Z and Millennials (18-35 years old) living in Indonesia and actively using social media networks (Instagram and Tik Tok). Such demographic segments are characterized by their high level of digital activity, sustainability consciousness, and impact control on market trends, and they are therefore essential when considering the brand positioning issues of Sariayu.

Inclusion Criteria:

- a. Age between 18 and 35 years old.
- b. Active social media user (at least 3 times per week).
- c. Has interest in beauty, skincare, or wellness products.
- d. Familiar with or has heard of Sariayu.

A purposive sampling method will be used in the survey so that only qualified individuals will be incorporated. The target sample size of 200 parties is a minimum to carry out the quantitative study (descriptive statistics, correlation, and multiple linear regression).

Questionnaire Design

The design of the questionnaire is formed according to the conceptual framework developed due to the review of the literature and entails closed-ended questions, which are rated on a 5-point Likert scale (that is, between Strongly Disagree and Strongly Agree). The detail scales in Table III.1.

Table 1. Likert of 5-point Scale

Answer	Score
Strongly Disagree	1
Somewhat Disagree	2
Neutral	3
Somewhat Agree	4
Strongly Agree	5

(Source: Jotform, 2023)

It is divided into five key sections:

- a. Demographic Information: age, gender, education level, occupation, location

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- b. Social Media Behavior: frequency of use, platform preference, content interaction patterns
- c. Online Marketing and Social Media Marketing: perceptions of accessibility, informativeness, and persuasiveness of online campaigns.
- d. Brand Ambassador and Brand Community: recall and recognition of ambassador endorsements, participation or awareness of brand community activities, and perceived influence on engagement.
- e. Attitude Toward Engagement and Subjective Norms: this section aims to measure respondents’ overall evaluation and predisposition toward engaging with beauty brands on social media, including their motivation to participate in interactive activities such as liking, sharing, commenting, or purchasing after exposure to brand-related content.
- f. Customer Engagement: emotional connection, trust in the brand’s authenticity, willingness to interact, and likelihood of advocacy.

The questionnaire was developed originally in English, it was then translated and tested with the respondents. The data will be divided into several parts, the results from the demographic information, media habits, consumer journey, advertising content typology, social media marketing, online marketing, brand ambassador, brand community, attitude toward engagement, subjective norms, and customer engagement. The result from the Table III.2 below.

Table 2. Table of Questionnaire Items

Section	Code	Question	Source
Demographic Information		What is your name?	
		What is your age? (open-ended)	
		What is your gender? (Male / Female)	
		What is your occupation? (Dropdown)	
		Where do you currently live? (City/Province)	
		What is your average monthly expenditure for beauty/skincare products? <ul style="list-style-type: none"> • 100,000 – 300,000 • 301,000 – 600,000 • 601,000 – 1,000,000 • 1,000,000 – 1,500,000 • more than 1,500,000 	
		Do you have an interest in beauty, skincare, or health products? Yes → Continue to “Part 2: Media Habits” No → Go to “Thank you” section (end)	
Media Habits		Have you ever heard of or purchased products from the Sariayu brand? Yes → Continue to “Part 2: Media Habits” No → Go to “Thank you” section (end)	
		Which social media platform do you use most often for beauty content? <ul style="list-style-type: none"> • Instagram • Tiktok • YouTube • Facebook • Others: ... 	Pitol et al., 2023; <i>Computers in Human Behavior</i>
		On average, how much time do you spend daily on social media platforms (Instagram/TikTok/YouTube) for beauty-related content? <ul style="list-style-type: none"> • Less than 30 minutes • 30-60 minutes • 1-2 hours • More than 2 hours 	
	What type of content do you usually engage with the most? <ul style="list-style-type: none"> • User-Generated Content (UGC) 		

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Section	Code	Question	Source
		<ul style="list-style-type: none"> • Tutorials (how to videos) • Product reviews and testimonials • Educational content (beauty tips) • Entertainment content (trendy, fun, humorous) • Interactive content • Influencer Collaborations • Live streams 	
Consumer Journey		When you first consider purchasing a beauty product, what is the first step you usually take? <ul style="list-style-type: none"> • Search on social media (Instagram, TikTok, etc.) • Search on e-commerce (Shopee, Tokopedia, Lazada) • Ask friends or family for recommendations • Visit offline stores • Others: ... 	Roy et al., 2018; Court et al., 2009; Lemon & Verhoef, 2016
		At which stage do you usually interact with beauty brands on social media? <ul style="list-style-type: none"> • Before buying (information search) • During evaluation (comparing alternatives) • After purchase (sharing experiences, reviews) • I rarely interact with brands on social media 	
		How often do you give feedback or reviews about a beauty product online after purchase? <ul style="list-style-type: none"> • Never • Rarely • Sometimes • Often • Always 	
Advertising Content Typology		Which type of cosmetic advertising do you find most appealing? <ul style="list-style-type: none"> • Informative (provides products details, ingredients, benefits) • Persuasive (convincing you to buy, discounts, urgency) • Entertaining (creative, humorous, trendy videos) • Educational (teaching beauty routines, skincare knowledge) • Inspirational (values, lifestyle, sustainability message) 	Kotler & Keller, 2016; Luo et al., 2020
		When you see a cosmetic advertisement on social media, what factor makes it most memorable? <ul style="list-style-type: none"> • Attractive visuals or design • Credibility of the influencer/ambassador • Clear product information • Emotional appeal (values, storytelling) • Discounts and promotions 	
Social Media Marketing (SMM)	SMM1	The content of Sariayu on Instagram is informative.	Appel et al. (2020); Sun et al. (2019)
	SMM2	The content of Sariayu on Tiktok is entertaining.	
	SMM3	The content of Sariayu on TikTok is persuasive.	
	SMM4	Sariayu’s social media content is authentic.	
	SMM5	Sariayu’s social media content is creative.	
	SMM6	Live sessions with Sariayu provide opportunities for interaction.	Assarut (2020); Ma et al. (2022)
	OM1	Sariayu’s website platforms is easy to access.	

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Section	Code	Question	Source
Online Marketing (OM)	OM2	Sariayu's website platforms is easy to navigate	Mohammed (2020); Dianawati (2019)
	OM3	Sariayu's website provides clear product information.	
	OM4	Sariayu's e-commerce provides clear product information.	
	OM5	Sariayu's online platform provide complete product variety.	
	OM6	Sariayu's online store layout is user-friendly.	Rahman et al. (2018)
OM7	I often see Sariayu's advertisements on e-commerce platforms.		
Brand Ambassador (BA)	BA1	I recognize Sariayu's brand ambassadors (celebrities, influencers, KOLs)	Shimp (2016)
	BA2	The ambassador of Sariayu is attractive.	
	BA3	The brand ambassador of Sariayu is credible.	Lea-Greenwood (2016)
	BA4	The brand ambassador of Sariayu is trustworthy.	
	BA5	The brand ambassador of Sariayu is relatable to me.	Fasha et al. (2022)
	BA6	The brand ambassador of Sariayu reflects the brand's value.	Sumarwan (2017)
	BA7	The lifestyle of Sariayu's brand ambassador is relevant to consumers.	Primolassa & Soebiantoro (2022)
	BA8	The expertise of Sariayu's brand ambassador makes me respect the brand.	
Brand Community (BC)	BC1	I am aware of Sariayu's beauty groups.	Muniz & O'Guinn (2001)
	BC2	I am aware of Sariayu's online forums.	
	BC3	I am aware of Sariayu's social media communities.	
	BC4	I actively seek information about Sariayu in online communities.	
	BC5	Being part of a brand community makes me feel more connected to Sariayu.	Azmani (2020)
	BC6	Members of Sariayu's brand community share useful product knowledge.	
	BC7	Members of Sariayu's brand community uphold the brand's values.	Wirtz et al. (2013)
	BC8	The brand community of Sariayu strengthens my trust in the brand.	
Attitude toward Engagement (ATE)	ATE1	Engaging with Sariayu's social media content is enjoyable.	Ajzen (2020); Hollebeek et al. (2019)
	ATE2	Engaging with Sariayu's content makes me feel more connected to the brand.	Brodie et al. (2019)
	ATE3	Interacting with Sariayu online posts is worthwhile.	Dessart et al. (2016); Hollebeek et al. (2019)
	ATE4	I believe that actively engaging with Sariayu online enhances my skincare knowledge.	Lou & Kim (2019)
Subjective Norms (SN)	SN1	People who are important to me think I should engage with Sariayu's social media content.	Ajzen (2020)
	SN2	My social circle would approve of me being actively involved with this brand.	Chu & Kim (2018)
	SN3	My social circle often encourages me to participate in Sariayu's online brand activities.	Alalwan (2018)
	SN4	Influencers' positive opinions about Sariayu make me more likely to engage with the brand online.	Djafarova & Fouts (2022)
Customer Engagement (CE)	CE1	Using Sariayu's social media platform is fun.	Ho & Chung (2020), Shah et al. (2024), Herzallah et al. (2025)
	CE2	Anything related to Sariayu's social media platforms grabs my attention.	
	CE3	I enjoy spending time browsing products of Sariayu's on social media.	

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Section	Code	Question	Source
	CE4	Sariayu's social media platforms enable me to share information with others	Ren et al. (2025)
	CE5	I would like to share a positive experience regarding a Sariayu product I purchased by writing a review	
	CE6	I enjoy sharing my shopping experiences related to the Sariayu brand.	
	CE7	I want to continue purchasing products from the Sariayu brand.	
	CE8	I am willing to use my knowledge of Sariayu to assist people around me with their purchase needs.	
	CE9	I would advocate for the benefits of using Sariayu products to individuals in my vicinity who are considering a purchase.	
	CE10	I am willing to provide suggestions to improve the performance of of the Sariayu brand.	

(Source: created by author, 2025)

Secondary Data Collection

Secondary data collection in this research focuses on two key areas. First, an examination of Sariayu's social media content across platforms such as Instagram and TikTok. This includes reviewing official posts, stories, reels, campaign videos, influencer collaborations, and hashtags to assess the presence, frequency, and consistency of green marketing messages. Engagement metrics such as likes, comments, shares, and reach are analyzed to determine whether Sariayu's sustainability initiatives are effectively communicated and resonate with Gen Z and Millennial audiences. Second, an industry analysis is conducted to understand broader trends in the beauty sector. The shift toward sustainability is strongly influenced by green consumerism, especially among younger demographics. According to Euromonitor (2023), more than 70% of Indonesian Gen Z consumers prefer environmentally responsible brands. NielsenIQ (2022) further highlights that Gen Z values authenticity and transparency, tends to distrust greenwashing, and favors companies that provide verifiable sustainability efforts such as eco-certifications or sustainable packaging.

From a digital perspective, Google Insights (2023) reports that short-form videos on TikTok and YouTube, particularly content related to skincare, eco-routines, and influencer-driven green messaging to generate the highest engagement in Indonesia's beauty market. Brands such as The Body Shop and Sensatia Botanicals have successfully combined storytelling, influencer partnerships, and clear sustainability narratives. Conversely, McKinsey (2023) warns that brands suspected of greenwashing experience reduced trust and lower engagement levels, emphasizing the need for consistent and evidence-backed messaging. Based on the above explanations, the study presents a Data Collection Method Diagram to illustrate the secondary data approach.

RESULTS AND DISCUSSION

Pilot Test Analysis

A pilot test was conducted before distributing the final questionnaire to the full sample to ensure clarity, validity, and reliability. The test involved 30 respondents recruited via social media and WhatsApp, with an initial screening question used to confirm eligibility. Validity testing was performed using IBM SPSS Statistics 26, comparing item correlations with the required significance level to evaluate whether the statements were valid and reliable. The pilot test validity was assessed using the Pearson correlation coefficient and its critical value. At a 95% confidence level (two-tailed) with $df = n - 2 = 28$, the critical r-value was 0.361. An item was considered valid if its calculated Pearson correlation (r count) exceeded 0.361 and its significance value (Sig. 2-tailed) was below 0.05. These results allowed the evaluation of each item's validity. The Cronbach alpha (α) statistical test may be used to measure the reliability value with IBM SPSS, which offers these features. If a construct or variable has a Cronbach alpha value greater than 0.6 (Ghozali, 2018), it is considered dependable. All variables above in the pilot questionnaire are reliable since every variable has the value of Cronbach's Alpha greater than 0.6, therefore it is considered as reliable. Following the validity and reliability from the pilot test, the questionnaire can be adopted as a measuring instrument for the study. Therefore, the questionnaires can be distributed to all the samples to do further research.

Respondent Profile

Table 3. Sample Profile (n = 217)

Sample Profile		Count	Percentage
Gender	Male	28	12.9%
	Female	189	87.9%
Age	18 – 23 years old	162	74.7%
	24 – 29 years old	44	20.3%
	30 – 34 years old	11	5.1%
Domicile	DKI Jakarta	58	26.7%
	West Java	51	23.5%
	Central Java	22	10.1%
	East Java	19	8.8%
	Yogyakarta	17	7.8%
	Bali	8	3.7%
	Banten	12	5.5%
	Other provinces (Sumatera, Kalimantan, Sulawesi, Papua, etc.)	30	13.8%
Occupation	Student	142	65.4%
	Civil Servants	5	2.3%
	Private Employees/Office Workers	41	18.9%
	Freelancers	9	4.1%
	Housewives	3	1.4%
	Self-Employed/Entrepreneurs	14	6.5%
	Professionals (Doctors, Lawyers, Consultants, etc.)	14	6.5%
	Educators (Teachers, Lecturers, etc.)	14	6.5%
	Healthcare Workers (Nurses, Midwives, Pharmacists, etc.)	5	2.3%
	Not Working	0	0.0%
	Others	3	1.4%

Source: Data processed based on survey by author, 2025

Validity and Reliability Test

The validity and reliability of all attribute items were assessed using SmartPLS through the PLS Algorithm, employing key indicators such as Loading Factors, Cronbach’s Alpha, Average Variance Extracted (AVE), and Composite Reliability (CR). Validity was evaluated through loading factors and AVE, where values above 0.7 and 0.5 respectively indicate adequate validity according to Statistics Solutions (2023) and Amalia (2022), and all constructs met these thresholds. Reliability was examined using Cronbach’s Alpha and CR, with values above 0.7 deemed acceptable as suggested by Hamid et al. (2017), and all constructs exceeded this criterion. Discriminant validity and the coefficient of determination (R²) were also analyzed, confirming that each construct is distinct and that the model has sufficient explanatory power. The results of the convergent validity and reliability tests are summarized in Table 3.

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Table 4. Validity and Reliability Result

Laten Constructs	Code	Loadings	A.V.E	Cronbach's Alpha	C.R	Overall Mean
Social Media Marketing	SMM1	0.936	0.724	0.918	0.939	3.82
	SMM2	0.903				
	SMM3	0.892				
	SMM4	0.885				
	SMM5	0.886				
	SMM6	0.538				
Online Marketing	OM1	0.924	0.818	0.963	0.969	3.89
	OM2	0.910				
	OM3	0.918				
	OM4	0.897				
	OM5	0.914				
	OM6	0.909				
	OM7	0.858				
Brand Ambassador	BA1	0.861	0.795	0.963	0.969	3.77
	BA2	0.892				
	BA3	0.909				
	BA4	0.912				
	BA5	0.905				
	BA6	0.889				
	BA7	0.890				
	BA8	0.875				
Brand Community	BC1	0.888	0.782	0.960	0.966	3.69
	BC2	0.863				
	BC3	0.873				
	BC4	0.873				
	BC5	0.913				
	BC6	0.888				
	BC7	0.900				
	BC8	0.878				
Attitude Toward Engagement	ATE1	0.909	0.668	0.847	0.889	4.22
	ATE2	0.815				
	ATE3	0.769				
	ATE4	0.768				
Subjective Norms	SN1	0.814	0.658	0.835	0.885	4.20
	SN2	0.805				
	SN3	0.756				
	SN4	0.866				
Customer Engagement	CE1	0.933	0.811	0.974	0.977	3.68
	CE2	0.881				
	CE3	0.889				
	CE4	0.895				
	CE5	0.893				
	CE6	0.902				
	CE7	0.900				
	CE8	0.911				
	CE9	0.911				
	CE10	0.893				

(Source: Convergent Validity and Reliability PLS conducted by Author, 2025)

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Discriminant validity evaluates whether constructs that are theoretically distinct are indeed unrelated in practice (Nikolopoulou, 2022). This type of validity is essential because it ensures that the measurement accurately reflects the intended construct rather than overlapping with other, conceptually different constructs. The discriminant validity test results are presented in Table 4. In this test, the diagonal values should be higher than the values beneath them, indicating that each construct is distinct and not strongly correlated with other constructs. Therefore, the results confirm that the discriminant validity model used in this study is valid.

Table 4. Discriminant Validity Result

	Variable	F1	F2	F3	F4	F5	F6	F7
F1	Attitude Toward Engagement	0.817						
F2	Brand Ambassador	0.002	0.892					
F3	Brand Community	-0.051	0.936	0.885				
F4	Customer Engagement	-0.012	0.957	0.948	0.901			
F5	Online Marketing	0.007	0.937	0.906	0.943	0.905		
F6	Social Media Marketing	-0.015	0.953	0.925	0.952	0.944	0.851	
F7	Subjective Norms	0.052	0.044	0.062	0.038	0.055	0.010	0.811

(Source: Discriminant Validity processed in SmartPLS by Author, 2025)

The next assessment is based on R Square as coefficient determination. It is referring the regression model that calculates the success of forecasting independent variables through its dependent variable (Amalia, 2022). In this study, the R² for Customer Engagement is 0.951, meaning that 95.1% of the variance in Customer Engagement is explained by Social Media Marketing, Online Marketing, Brand Ambassador, Brand Community, Attitude Toward Engagement, and Subjective Norms. This exceptionally high value demonstrates that the model has a very strong predictive capability for Customer Engagement, indicating that the selected predictors are highly relevant and collectively effective in explaining engagement behavior toward Sariayu. In contrast, Attitude Toward Engagement has an R² of 0.027, and Subjective Norms show an R² of 0.031, indicating that only 2.7% and 3.1% of their variances are explained by their respective predictors. This means that the independent variables influencing these constructs primarily Social Media Marketing (for H1a and H1b), Online Marketing (H2a and H2b), Brand Ambassador (H3a and H3b), and Brand Community (H4a and H4b) have very limited explanatory power in shaping attitudes and perceived social norms within this model.

Table 5. Coefficient of Determination

	R square
Attitude Toward Engagement	0.027
Customer Engagement	0.951
Subjective Norms	0.031

Source: Coefficient of Determination processed in SmartPLS conducted by Author, 2025

From an interpretative standpoint, low R² values suggest that there are additional, unaccounted variables outside the model that may play a much greater role in shaping Attitude Toward Engagement and Subjective Norms. In other words, factors beyond marketing activities such as brand authenticity, product quality perceptions, value alignment with green marketing, prior experiences, trust, peer conversations, or cultural influences may exert stronger effects, thereby reducing the contribution of the variables included in this study. This aligns with recent PLS-SEM literature, which notes that low R² values often indicate missing antecedents or the need to integrate psychological, emotional, or environmental variables to improve explanatory power (Putra, 2022; Kusumah & Novani, 2024). According to updated methodological guidelines, R² values of 0.75 and above are considered substantial, 0.50–0.75 moderate, and 0.25–0.50 weak in PLS-SEM contexts. Therefore, the model demonstrates substantial explanatory power for Customer Engagement, but very weak explanatory power for Attitude Toward Engagement and Subjective Norms. This indicates that while the model is highly effective in predicting engagement itself, the psychological antecedents that shape attitudes and social norms.

Hypothesis Testing and Discussion

Each hypothesis in this study was tested using the bootstrapping procedure in SmartPLS, and the results are presented in Table IV.25. The main indicators examined include the Original Sample (path coefficient), T-statistics,

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and P-values. The Original Sample value reflects the strength and direction of the relationship between independent and dependent variables, a positive coefficient indicates a positive influence. According to Ghazali (2018), a T-statistic value of at least 1.96 signifies a statistically significant relationship at the 5% significance level. Similarly, the P-value is used to confirm statistical significance, where a value below 0.05 indicates that the hypothesis is supported, while values above 0.05 suggest that the relationship is not statistically significant.

Table 6. Hypothesis Test Result

Hypothesis		Original Sample	T-Statistics	P-Value	Result
SMM → ATE	H1a	-0.143	0.513	0.608	Rejected
SMM → SN	H1b	-0.607	2.230	0.026	Supported
SMM → CE	H1c	0.196	2.581	0.010	Supported
OM → ATE	H2a	0.208	0.939	0.348	Rejected
OM → SN	H2b	0.312	1.004	0.316	Rejected
OM → CE	H2c	0.226	2.556	0.011	Supported
BA → ATE	H3a	0.354	1.273	0.203	Rejected
BA → SN	H3b	0.087	0.250	0.803	Rejected
BA → CE	H3c	0.256	3.150	0.002	Supported
BC → ATE	H4a	-0.439	2.071	0.038	Supported
BC → SN	H4b	0.259	1.268	0.205	Rejected
BC → CE	H4c	0.323	4.743	0.000	Supported
ATE → CE	H5	0.006	0.394	0.693	Rejected
SN → CE	H6	-0.008	0.522	0.602	Rejected

(Source: Hypothesis Testing processed in SmartPLS by Author, 2025)

Based on the result of the Table 6 above hypothesis testing, it is known as follows:

1. Hypothesis 1 (H1)

H1 examines the influence of Social Media Marketing (SMM) on ATE, SN, and CE. H1a is rejected, as SMM does not significantly influence ATE ($\beta = -0.143$; $p = 0.608$), consistent with findings on content fatigue and ineffective repetitive promotions (Alalwan, 2018; Schivinski & Dabrowski, 2016). H1b is supported, though the significant negative coefficient ($\beta = -0.607$; $p = 0.026$) indicates that heavy SMM creates negative social pressure, aligning with studies on consumer skepticism toward aggressive digital marketing (Hamouda, 2018; Chu & Kim, 2011). H1c is supported, showing that SMM positively drives CE ($\beta = 0.196$; $p = 0.010$), consistent with research indicating social media enhances engagement through interactive content (Dessart et al., 2015; Hollebeek et al., 2014).

2. Hypothesis 2 (H2)

H2a is rejected ($\beta = 0.208$; $p = 0.348$), indicating Online Marketing does not significantly shape ATE, which aligns with research noting that attitude formation requires highly personalized and interactive digital content (Duffett, 2015; Wirtz et al., 2019). H2b is also rejected ($\beta = 0.312$; $p = 0.316$), suggesting limited influence on SN because subjective norms depend more on interpersonal influence than online promotions (Ajzen, 1991; Ham et al., 2020). H2c is supported ($\beta = 0.226$; $p = 0.011$), showing Online Marketing still directly enhances CE, consistent with Hollebeek et al. (2019) and Kumar & Pansari (2016) who state that informative online content can drive engagement even without strong attitudes.

3. Hypothesis 3 (H3)

H3a is rejected ($\beta = 0.354$; $p = 0.203$), meaning Brand Ambassador does not significantly influence ATE, consistent with findings that endorsements only work when credibility and attractiveness strongly match the brand (Spry et al., 2011; Amos et al., 2008). H3b is also rejected ($\beta = 0.087$; $p = 0.803$), as ambassador campaigns do not significantly affect SN, aligning with research indicating norms are primarily shaped by peers and micro-communities (Ham et al., 2020; Ajzen, 1991). H3c is supported ($\beta = 0.256$; $p = 0.002$), showing ambassadors still stimulate CE, consistent with prior findings that endorsements can boost engagement behaviors even without strong attitude influence (Hollebeek et al., 2021; Sasmita & Suki, 2015).

4. Hypothesis 4 (H4)

H4a is supported ($\beta = -0.439$; $p = 0.038$), showing Brand Community significantly affects ATE despite the negative coefficient, consistent with research that brand communities shape attitudes through shared identity and interactions (Muñiz & O’Guinn, 2001; Laroche et al., 2013). H4b is rejected ($\beta = 0.259$; $p = 0.205$), indicating

communities do not significantly influence SN, aligning with studies showing communities affect identity more than social pressure (Algesheimer et al., 2005). H4c is supported ($\beta = 0.323$; $p = 0.000$), confirming that communities strongly enhance CE, consistent with findings that community interaction drives engagement intensity (Hollebeek et al., 2019; Dessart, 2017).

5. Hypothesis 5 (H5)

H5 is rejected ($\beta = 0.006$; $p = 0.693$), showing that ATE does not significantly drive CE. This aligns with research stating attitudes alone do not translate into behavior without motivational or social triggers (Bagozzi, 1992; Brodie et al., 2011). For Sariayu, positive attitudes do not convert into engagement, likely due to low content virality and strong competition.

6. Hypothesis 6 (H6)

H6 is rejected ($\beta = -0.008$; $p = 0.602$), indicating SN does not significantly influence CE, consistent with literature noting that norms shape behavior only when the brand is socially visible and widely recommended (Venkatesh & Davis, 2000; Ajzen, 1991). Sariayu's low presence in viral or peer-driven beauty conversations weakens the influence of subjective norms on engagement.

CONCLUSION

Conclusion

This paper has investigated the efficacy of Sariayu digital and social media marketing efforts in promoting a relevant customer interaction among the younger consumers. Using both quantitative and qualitative interpretations of the results, the study offers a complete picture of the performance of the current strategies of Sariayu and the ways to improve long-term competitiveness. The results indicate that the current digital initiatives of Sariayu are yet to be translated into high noticeable activity. The present style of communication fails to enhance all the psychological drivers that motivate participants to engage with the brand, develop an emotional connection, participate and stay engaged despite their real interest in communication with the brand. This shows lack of correspondence between the market readiness and brand capacity to provide content that connects in an ever changing digital sphere.

Another important finding of the research is that a number of marketing components such as social media marketing, online marketing, brand ambassadors and brand community initiatives have a significant potential of reinforcing engagement when implemented in a more platform relevant and persuasive way. Nevertheless, their usage is not as spontaneous, authentic, or relevant as will be required to attract trend sensitive audiences. Also, the study has discovered that it is necessary to have a coordinated strategy that will match the rich history and sustainability ethics of Sariayu to the digital practices presently. In order to stay afloat in the world of an ever more competitive beauty offerings, Sariayu needs to become more agile on platforms, more unified in its promotional mix, and turn its brand story into more interactive, relatable, and visually engaging expression formats. Enhancing the digital execution through regular creator partnerships, efficient use of the platform, and recontent creation are the keys to unlocking greater engagement.

Theoretical Implication and Future Research

Theoretical Implications

This research provides some theoretical input into the social media marketing, the Theory of reasoned Action (TRA), and the Stimulus- Organism- Response (SOR) model in the setting of green beauty companies and Gen Z shoppers. To begin with, the fact that the Attitude and Subjective Norms are not effectively predicted by Customer Engagement implies that the conventional TRA model might be ineffective in low-attention high-paced digital settings. The gen Z engagement can be more closely stimulus-oriented, which skips the psychology mediators. This means that behavior in the social media setting might be reactive to immediacy, trend effects, and contexts other than consistent attitudes or perceived norms. Second, the existence of substantial negative relationships Brand Community SMM SN indicates that digital stimuli may lead to negative psychological reactions. This contradicts the assumption of SOR and TRA models that stimuli products are generally positive or neutral. The results suggest that constructs, including content fatigue, brand skepticism, and the effects of over-commercialization, should be included in the future behavioral models. Such results indicate that the next-generation theoretical frameworks should explain the presence of counterproductive responses to online marketing, particularly in overcrowded beauty sectors. Third, the very low values of R² of ATE (0.027) and SN (0.031) is a pointer of the fact that some important psychological constructs are lacking in existing frameworks. In the case of Gen Z in the context of green marketing, authenticity perception, a belief in sustainability assertions, content-relevance, and transparency might be of more central importance in attitude determination. This justifies the necessity of the expansion of the SOR and TRA

models with regards to the inclusion of credibility-based and relevance-based antecedents in applying them to the green beauty industry.

Future Research

Future research must develop the model further by adding more psychological and emotional antecedents which possibly further explain the evaluative processes of Gen Z. Other constructs (Perceived Brand Authenticity, Trust in Green Claims, Perceived Transparency, Perceived Relevance, and Content Credibility) can be very important to explain ATE and SN. Content agility is also a moderating variable that should be studied by researchers. Comparative experimental research should be done on what between the parameters of a static versus formal content (like Sariayu) or a highly dynamic and creator-style content (like that of competitors) are the most effective as visual, narrative, and pacing cues evoking positive psychological reactions and increased involvement.

Beyond, the cross-brand or cross platform study can be carried out comparatively to find out more about the performance of green marketing in different digital ecosystems. As the consumption of beauty is becoming more and more omnichannel, the next research step should be to examine how online stimuli are related to physical experiences in the store like consultations with a store consultant, workshop, or an educational activity based on KaDO to create a full picture of customer interaction. Lastly, longitudinal research might consider investigating how the success of green marketing measures may change as algorithm changes, trends on the platform, and changing consumer demands shift over time, particularly as the Gen Z consumer engagement patterns keep developing at an expedited pace.

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