

## Building Brand Image Through Community Development: Qualitative Study on Rubi Community and Avoskin

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### ABSTRACT

The beauty industry in Indonesia has experienced rapid growth, leading to increased competition, particularly among local brands striving to enhance their brand image and foster consumer loyalty. Avoskin, a local beauty brand that adopts the concept of green beauty, launched the RUBI Community as a platform for women's empowerment through a community development approach. This programme aims to strengthen emotional connections with consumers through four main pillars: sustainability, empowerment, entrepreneurship, and creativity. This research aims to analyse the contribution of the RUBI Community in shaping Avoskin's brand image and to provide strategic recommendations on applying community development as an alternative approach to building a strong brand image. A qualitative approach using a narrative review method is employed to provide an in-depth understanding of the interactions between community members and the Avoskin brand. Secondary data were obtained through document analysis related to community activities. The research is expected to generate insights into the effectiveness of community development in strengthening Avoskin's brand image, as well as providing strategic recommendations for other local brands seeking to enhance their brand image. Community development can be an effective approach to building strong emotional connections with consumers and reinforcing a brand image through the values of sustainability, empowerment, entrepreneurship, and creativity.

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### INTRODUCTION

The global beauty industry, including that of Indonesia, is currently undergoing a fundamental transformation driven by digital acceleration. This era, commonly referred to as Beauty 4.0, has radically reshaped the landscape of interaction between consumers and brands, in which beauty is no longer perceived merely as a secondary need but as an essential element of lifestyle and self-expression (Ferry, 2019). This shift has been significantly reinforced by the rise of local beauty brands, which are becoming increasingly dominant in the market. Data from the Zap Beauty Index (2023) indicate that the majority of female consumers in Indonesia now prioritise local products, providing clear evidence that domestic brands have successfully built consumer trust and achieved competitiveness comparable to that of international players. However, this growing trust has simultaneously intensified market competition, compelling brands not only to excel in product quality but also to develop the most vital intangible asset: a strong and authentic brand image.

The importance of brand image in this context cannot be overstated. Beyond aggressive marketing strategies that merely capture short-term attention, brand image represents a holistic perception embedded in consumers' minds, shaped by the accumulation of experiences, narratives, and personal interactions with a brand (Dewi, Edyanto, & Setyawan, 2020). A positive brand image has been proven to foster deep emotional bonds, which ultimately contribute to long-term customer loyalty (Chalil, 2020). In an industry heavily influenced by public opinion and social media, brand image serves as the foundation of brand trust. According to Aditya and Setyawan (2023), such trust emerges from consumers' perceptions of a brand's honesty and product safety, which are significantly influenced by the existence and engagement of brand communities.

In response to these dynamics, the paradigm of brand image development has shifted considerably. Conventional promotion-centred strategies are increasingly being abandoned in favour of more humanistic and value-based approaches. Social engagement through Corporate Social Responsibility (CSR) initiatives and community development programmes has emerged as a strategic pillar. CSR is no longer viewed merely as a philanthropic activity, but rather as an essential communication strategy for building more authentic relationships with the public (Firdaus, 2014). Within this framework, community development stands out as one of the most effective instruments, defined as a systematic corporate effort to expand community access in improving social, economic, and cultural conditions (Sumardjo et al., 2014).

Well-structured community development programmes are able to enhance sustained consumer engagement by providing consumers with an active role in the evolution of a brand, ultimately strengthening customer loyalty (Herlangga & Nurjanah, 2017). In the digital era, this role has become increasingly crucial. Online brand communities function as platforms where consumers can share information, provide mutual support, and experience emotional connections not only with the brand but also with fellow users (Aditya & Setyawan, 2023). Active participation in such communities has been shown to positively and significantly foster brand trust, as consumers perceive themselves as part of something greater than a mere transactional relationship.

One local brand that serves as a benchmark in implementing this strategy is Avoskin, under the umbrella of PT AVO Innovation Technology. From its inception, Avoskin has positioned itself as a brand that embraces the concept of green beauty, placing sustainability at the core of its identity, encapsulated in the philosophy of People, Planet, and Profit. As a concrete manifestation of this commitment, Avoskin initiated the RUBI Community in 2017. This community was designed as a community development programme focused on women's empowerment, aligned with its mission #RUBIEmpoweringWomen, which aims to encourage women to become more confident, develop their potential, and contribute meaningfully to society.

The RUBI Community functions not only as an interaction platform but also as a strategically designed instrument for building Avoskin's brand image. The programme is structured around four main pillars: (1) Sustainability, which educates members on the importance of sustainable practices and reinforces Avoskin's image as a green brand; (2) Empowerment, which provides personal development programmes to enhance members' confidence and skills; (3) Entrepreneurship, which creates business opportunities to support women's economic independence; and (4) Creativity, which encourages members to express

themselves through creative content, simultaneously generating authentic user-generated content for the brand.

Members' active participation in these empowerment programmes has been shown to have a strong relationship with their ability to communicate effectively on social media, which in turn significantly contributes to the construction of Avoskin's brand image (Indah, 2024). Furthermore, the community functions as a strategic communication partner, with members acting as brand advocates and content producers (Amalia, Alfarizi, & Muntaha, 2025). Through a centralised yet interactive communication pattern — in which the brand serves as the focal point of dialogue — Avoskin has successfully built strong connectivity with its consumers. This wheel communication pattern enables the brand to consistently disseminate its messages and core values while simultaneously facilitating deep engagement among community members (Qothrunnada & Pandrianto, 2024). Accordingly, the RUBI Community serves as a concrete example of how a community-based approach can effectively foster sustainable relationships and a positive brand image in the digital era.

A number of previous studies have examined the relationship between community and brand image. Firdaus (2014) and Herlangga and Nurjanah (2017) emphasised that community development programmes can build authentic relationships and increase loyalty. Muñiz and O'Guinn (2001) formulated the three pillars of brand community, while Keller (2013), through the CBBE framework, explained how positive brand associations enrich brand image. Empirical studies on Avoskin by Aditya and Setyawan (2023) and Kinasih et al. (2023) quantitatively demonstrate the positive influence of the community, as well as green marketing and CSR, on brand image. Qualitative research by Qothrunnada and Pandrianto (2024), Amalia et al. (2025), Indah (2024), and Nareswari and Arindita (2024) has also uncovered the dynamics of communication and the role of RUBI Community members. However, a research gap remains. First, existing quantitative studies have not explored in depth the mechanisms by which the four pillars of RUBI — Sustainability, Empowerment, Entrepreneurship, and Creativity — specifically shape the dimensions of brand image. Second, no research has yet systemically integrated the synergies between community development, green marketing, CSR, e-WOM, and hybrid brand ambassador strategies within a single community ecosystem. Third, research on women's empowerment-based communities in local Indonesian brands remains limited. The novelty of this research lies in the synthesis of an integrative narrative that connects the four pillars of RUBI with the CBBE framework and brand community theory, the presentation of a holistic conceptual model, and a contextual perspective on the local Indonesian beauty industry.

The objectives of this study are: to analyse the contribution of the four pillars of the RUBI Community in shaping the Avoskin brand image across functional, emotional, and social dimensions; to identify the mechanisms of member involvement in community activities that translate into positive brand associations; to build an integrative conceptual model describing the synergy of various modern marketing strategies within a single community ecosystem; and to formulate strategic recommendations for Avoskin and other local brands in implementing a community development approach. The theoretical benefit of this research is to enrich the body of marketing knowledge, particularly in brand management and relationship marketing, as well as to integrate several theoretical frameworks into a comprehensive analytical model. Practically, this research is useful for Avoskin as a basis for strategic evaluation and

recommendation, for other local brands as a practical guide, for marketing practitioners as insights into the formation of brand communities oriented towards the co-creation of meaning, and for policymakers and academics as a reference for the private sector's contribution to women's empowerment and sustainable development in line with the goals of the SDGs.

## **METHOD**

This study is designed using a narrative literature review method. This approach is selected for its ability to critically synthesise and interpret literature from diverse sources in order to construct a coherent argument or narrative (Snyder, 2019). The narrative review approach is considered most appropriate for the objective of this research, which is to provide a comprehensive and in-depth understanding of how community development strategies are implemented by Avoskin through the RUBI Community to shape and strengthen brand image within the context of the modern beauty industry.

The research process is conducted through several systematic stages. The first stage involves the identification and selection of relevant literature, where sources are extensively searched through reputable academic databases such as Scopus, ScienceDirect, and ProQuest, as well as credible non-academic sources. The search keywords include key themes such as community development, brand image, brand community, corporate social responsibility (CSR), sustainability, and green marketing. The selected sources consist of peer-reviewed journal articles, industry reports (e.g., the ZAP Beauty Index), official corporate documents (such as publications on Avoskin's website and CSR reports), and relevant classical marketing literature (e.g., Keller, 2013).

The subsequent stage involves data synthesis and analysis using a thematic narrative approach. All collected literature is grouped and synthesised based on thematic similarities to identify recurring patterns, key concepts, and relationships among variables. This process results in four main analytical themes that form the framework of the discussion in this study: (1) the strategic role of community development and CSR in branding, (2) the dynamics of brand communities and consumer engagement, (3) the influence of green marketing on brand image, and (4) the development of authenticity and social identity within brand communities.

To ensure the validity and trustworthiness of this narrative review, three key strategies are employed. First, source triangulation is applied by incorporating multiple types of literature — academic, industry, and corporate — to ensure balanced perspectives. Second, findings and arguments from different sources are compared to minimise potential bias arising from a single viewpoint. Third, all claims and interpretations presented in the narrative are grounded in critical argumentation supported by relevant academic citations, thereby ensuring that the study is methodologically robust and academically accountable.

## **RESULT AND DISCUSSION**

This section presents a narrative synthesis of the key findings derived from a review of various academic literature, empirical studies, and industry publications. The analysis focuses on four main themes that explain how Avoskin, through the RUBI Community, strategically leverages community empowerment to build and strengthen its brand image. The primary emphasis is on elaborating how consumer engagement within a community can shape positive brand associations, deepen emotional bonds, and ultimately foster long-term customer loyalty.

### **Theme 1: The Evolution of Community Development as a Strategic Branding Instrument**

The synthesis of the literature indicates a fundamental paradigm shift in modern marketing communication. Community development practices are no longer viewed merely as philanthropic activities or peripheral Corporate Social Responsibility (CSR) programmes, but have evolved into an integral component of branding strategy with direct implications for brand image (Firdaus, 2014). Through structured community empowerment programmes, brands do not simply "provide" material benefits; rather, they actively build meaningful reciprocal relationships with communities. Strategically designed social initiatives have been shown to generate emotional engagement and a sense of belonging among members, which directly strengthens brand trust.

An empirical study by Aditya and Setyawan (2023) confirms this relationship in the context of PT AVO Innovation Technology (Avoskin), demonstrating that the existence of a brand community and member participation within it have a positive and significant effect on brand trust. This finding aligns with the definition of community development proposed by Sumardjo et al. (2014), which frames it as a systematic effort to expand community access to improved social and economic conditions. By adopting this role, brands transform from purely commercial entities into social actors that contribute tangibly to community development. Such positioning not only reinforces legitimacy and a social licence to operate but also embeds brand values in consumers' minds as an inseparable part of brand identity.

In practice, community development strategies perform a dual and mutually reinforcing function. Externally, they serve as tangible evidence of a brand's concern for social and environmental issues, significantly enhancing public reputation and trust. Internally, they foster deeper levels of consumer engagement, transforming consumers from passive users into active partners in social change facilitated by the brand (Herlangga & Nurjanah, 2017). The relevance of this strategy is particularly pronounced in the beauty industry, where modern consumers increasingly demand that brands go beyond product quality to demonstrate social commitment and sustainability. Through the RUBI Community, Avoskin has strategically positioned community development as its primary branding instrument. By implementing programmes focused on women's empowerment, sustainability education, and entrepreneurship, Avoskin has successfully positioned itself as a brand that not only sells products but also advocates broader social values.

### **Theme 2: Brand Communities as Spaces for Collaborative Brand Image Formation**

Within the domain of modern marketing, brand communities are regarded as strategic assets for strengthening emotional relationships between consumers and brands. Conceptually, Muñiz and O'Guinn (2001) define a brand community as a specialized, non-geographically bound community formed around social relationships among admirers of a brand. Such communities are built upon three core pillars: consciousness of kind, rituals and traditions, and moral responsibility. An analysis of the RUBI Community demonstrates a strong implementation of all three pillars.

First, consciousness of kind refers to the sense of connection experienced by members, through which they perceive themselves as distinct from non-members. Within the RUBI Community, this collective awareness is actively cultivated through social media interactions, where members are encouraged to connect with one another, engage in discussions, and share experiences related to the use of Avoskin products. This process fosters a deep sense of

togetherness, transforming transactional relationships into communal bonds (Qothrunnada & Pandrianto, 2024). These bonds form the foundation for meaningful brand image construction, as brand image is no longer shaped solely by corporate messaging but emerges through the collective interactions and shared experiences of community members.

Second, rituals and traditions function to strengthen community culture. The RUBI Community regularly organizes various activities that have become established traditions, such as community anniversary celebrations, free webinar sessions on relevant topics (e.g., the AVOSKINPEDIA segment), and content creation challenges (review challenges). These activities serve not only as platforms for sharing brand stories but also as mechanisms for the co-creation of meaning, whereby Avoskin's brand image is collaboratively shaped through active member participation (Qothrunnada & Pandrianto, 2024; Amalia et al., 2025). The collective narratives generated through these rituals become sources of positive brand associations that reinforce consumers' perceptions of the brand.

Third, moral responsibility motivates members to support and assist one another. This sense of solidarity is evident in how members voluntarily help fellow community members—or even non-members—regarding the use of Avoskin products. Such behaviors transform community members into authentic brand advocates (Amalia et al., 2025). This organic advocacy exerts a powerful strategic impact by triggering exponential word-of-mouth promotion. As a result, consumers become the most credible voluntary marketing agents, continuously strengthening Avoskin's reputation and brand image.

The cumulative effect of these three pillars is the formation of strong customer loyalty. Emotional attachment encourages consumers to perceive themselves as part of the brand's identity, fostering sustained engagement and even reducing price sensitivity (Aditya & Setyawan, 2023). By cultivating a values-based community grounded in sustainability, empowerment, creativity, and entrepreneurship, Avoskin has successfully transformed consumer interactions into participatory relationships that not only enhance loyalty but also solidify its brand image as a progressive, socially conscious, and authentic local brand.

### **Theme 3: Empirical Evidence of the Strategic Role of the RUBI Community in Building Brand Image**

A wide range of empirical findings consistently confirms the crucial role of the RUBI Community as a strategic instrument in the construction of Avoskin's brand image. These studies, which employ diverse methodological approaches ranging from qualitative to quantitative, collectively provide a comprehensive picture of how the community functions as an ecosystem that fosters trust, empowerment, and brand advocacy.

#### **The Community as a Space for Empowerment and Meaningful Experiences**

One of the key findings highlights the role of the community as a platform that provides valuable experiences with a direct impact on consumer perceptions. A qualitative study by Nareswari and Arindita (2024) reveals that participation in the RUBI Community, alongside other local beauty communities, significantly strengthens brand image by offering a social environment that is safe, supportive, and inclusive. This environment cultivates deep brand trust, wherein Avoskin is no longer perceived merely as a product manufacturer but as a partner that genuinely supports women's personal development. This finding is further reinforced by a phenomenological study conducted by Hajarani et al. (2025), which indicates that for beauty influencers, the RUBI Community is perceived as a supportive space for developing personal

branding, expanding professional networks, and nurturing social awareness. Such transformative experiences generate strong, positive, and distinctive brand associations, aligning with Keller's (1993) Customer-Based Brand Equity framework.

### **Communication Patterns and the Strategic Role of Community Members**

From an operational perspective, communication patterns within the community play a critical role in its effectiveness. Research by Qothrunnada and Pandrianto (2024) identifies a wheel communication pattern, in which the brand (Avoskin) occupies a central position. This model facilitates intensive two-way dialogue between the brand and community members, ensuring message consistency while simultaneously strengthening engagement. Moreover, community members do not function solely as message recipients. A study by Amalia et al. (2025) highlights their dual role as brand advocates, content creators, and strategic communication agents. Through strategies such as content collaboration and exclusive programs, community members actively enhance digital engagement, foster loyalty, and stimulate organic promotion through word-of-mouth communication.

### **Impact on Engagement and Brand Awareness**

Both quantitative and qualitative evidence demonstrates the significant impact of these community activities. Indah (2024) emphasizes the rapid growth of the community—reaching more than 6,000 members within three years—as an indicator of the success of Avoskin's marketing communication strategy in creating a platform for self-actualization. From a participation perspective, Putri (2023) finds that member involvement in various activities—such as attending classes and uploading content—directly triggers cognitive and social processes including learning, sharing, advocating, socializing, and co-creation. These activities have direct implications for increased brand awareness, both in terms of brand recognition and brand recall.

Overall, the synthesis of these empirical studies provides strong evidence that the RUBI Community represents a successful model of community-based branding practice. Through empowering participatory experiences, centralized yet interactive communication patterns, and the active role of members as brand advocates, the community effectively embeds Avoskin's brand values both emotionally and rationally. This not only strengthens Avoskin's brand image as a progressive and socially conscious brand but also ensures its continued relevance within a beauty industry landscape increasingly oriented toward sustainability and authenticity.

### **Theme 4: The Synergy of Green Marketing and CSR as the Foundation of Brand Image**

The synthesis of the literature emphasizes that in the era of modern marketing, consumers no longer merely purchase products but also “purchase” the values represented by a brand. Within the beauty industry, where awareness of sustainability and ethical issues continues to rise, green marketing and Corporate Social Responsibility (CSR) have become fundamental strategies for building an authentic brand image and enhancing consumer loyalty (Mondella, 2024). Consumers actively seek brands that demonstrate genuine commitment to environmentally friendly practices and social responsibility, positioning these elements as key pillars in the construction of a positive brand image.

The causal relationship between these strategies and brand perception has been empirically demonstrated in the context of Avoskin. A quantitative study by Kinasih et al. (2023) involving consumers in Denpasar found that green marketing initiatives—such as the use of natural ingredients and recyclable packaging—combined with CSR programs, have a

positive and significant effect on Avoskin's brand image. More importantly, the study highlights the critical role of brand image as a strong mediating variable: the positive image formed through green and social initiatives directly influences purchase decisions. This finding indicates that consumers do not respond to CSR activities merely at a surface level but process them into favorable perceptions that subsequently guide their purchasing behavior.

These empirical findings are theoretically consistent with Keller's (1993) Customer-Based Brand Equity framework, which posits that strong, positive, and unique brand associations—such as being “environmentally friendly” or “socially responsible”—directly enrich brand image and enhance overall brand equity. More specifically, Chen (2010) asserts that green brand image, green trust, and green satisfaction are vital determinants in building green brand equity. Within this framework, Avoskin's official philosophy of “People, Planet, Profit” can be viewed as a practical manifestation of these theories, wherein sustainability and CSR are no longer peripheral initiatives but are fully integrated into the core of the brand's identity.

The key to Avoskin's strategic success lies in its ability to integrate these values into its business operations, in line with Porter and Kramer's (2006) concept of strategic CSR, which emphasizes alignment with a firm's competitive advantage. It is within this context that the RUBI Community plays a central role. Through its sustainability and empowerment pillars, the community serves as the primary vehicle for communicating and implementing CSR initiatives. By engaging in community-based education and participatory activities, Avoskin does not merely “claim” to be a green brand but actively “demonstrates” its commitment alongside its consumers. Consequently, the brand image formed through sustainability-driven strategies not only influences purchase behavior but also fosters deep emotional bonds and trust, ultimately generating long-term loyalty within a highly competitive industry.

### **Theme 5: Communities as the Driving Engine of the Digital Ecosystem and Consumer Trust**

Digital transformation has fundamentally reshaped the communication landscape within the beauty industry, where interactions are now heavily influenced by public opinion and social media trends. Amid growing consumer skepticism toward conventional advertising, authentic narratives shared by fellow users—commonly referred to as Electronic Word of Mouth (E-WOM)—have emerged as one of the most valuable marketing assets (Yasmin et al., 2015). The analysis indicates that the primary engine behind the success of Avoskin's digital strategy is the RUBI Community. This community functions as a generator of organic content and a key catalyst for viral marketing and E-WOM, which synergistically build trust and stimulate purchase decisions.

Empirically, a study by Madjid et al. (2022) found that viral marketing and brand image have a positive and significant effect on consumers' digital trust (e-trust), which in turn serves as a strong predictor of purchasing decisions for Avoskin products. In other words, when content generated and disseminated by community members becomes viral, it not only increases visibility but also builds an essential layer of trust. This finding is further supported by a study published in the *Journal of Social Business Management* (IAIN Madura, 2023), which demonstrates that E-WOM originating from communities on digital platforms effectively enhances trust and strengthens green purchase intention.

This mechanism can be explained through several theoretical frameworks. Content produced by community members—such as reviews, tutorials, and testimonials—is perceived to have higher source credibility than company-generated advertising. This aligns with the Information Adoption Model (IAM), which posits that information quality and credibility are critical determinants in online decision adoption (Cheung & Thadani, 2012). Positive information that spreads organically functions as powerful social proof, effectively reducing perceived risk for potential new consumers and reinforcing the legitimacy of the Avoskin brand.

Furthermore, this community-centered strategy generates a series of sustainable competitive advantages. First, it creates social credibility that is difficult to replicate; authentic narratives from hundreds of real users are far more persuasive than high-cost marketing campaigns. Second, it fosters psychological attachment, as viral content and ongoing interactions within the community cultivate a deep sense of belonging among consumers. Finally, its impact extends over the long term by strengthening brand equity, as each piece of positive content shared not only influences individual purchase decisions but also cumulatively embeds positive associations that enhance overall brand value. Accordingly, Avoskin's community-driven digital ecosystem can be viewed as a fundamental pillar in building e-trust and fostering loyalty, reaffirming the relevance of the customer-based brand equity approach in the digital era.

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### **Theme 6: Hybrid Brand Ambassador Strategy—Synergizing Global Reach and Community Authenticity**

In modern marketing communication, brand ambassadors, including celebrities and community members, play a crucial role in shaping brand image and driving consumer loyalty. Avoskin utilizes a hybrid approach combining celebrity endorsers and micro-ambassadors from within its RUBI Community. The first pillar of this strategy is the use of celebrity endorsers, such as Park Hyung Sik, to build an aspirational brand image and influence purchase intention. Celebrity endorsements, which enhance brand credibility and positive brand perception, have been shown to directly impact consumer purchase intention, as supported by research. This is explained through the meaning transfer theory, where a celebrity's persona and values are transferred to the brand.

The second pillar focuses on the empowerment of community members as micro-ambassadors. While celebrities offer wide reach, micro-ambassadors bring authenticity, relevance, and trust, particularly for green beauty products. Endorsements from local beauty influencers within the community are seen as more relatable and trustworthy. By combining both approaches, Avoskin successfully creates a balanced and multi-layered brand image. The alignment of macro- and micro-ambassadors with Avoskin's core values ensures that the brand communicates a consistent and genuine message, enhancing its credibility and strengthening consumer loyalty.

### **Theme 7: Celebrity Endorsers, Community Development, and Brand Image**

Celebrity endorsers play a significant role in advertising by attracting consumer attention and influencing purchase intentions. According to Shimp (as cited in Sanditya, 2019), celebrity endorsers are key elements in advertising who represent a product or brand. Research by Patrisia et al. (2022) shows that celebrity endorsements, especially on platforms like TikTok, positively influence Avoskin's purchase intentions. The popularity and credibility of celebrities help capture the audience's attention, driving purchase behavior. Celebrity endorsers also shape brand image. Adam et al. (2022) highlight that the careful selection of credible public figures is essential for maintaining a positive brand image.

As Kotler and Armstrong (as cited in Irawan et al., 2022) state, brand image is shaped by consumer experiences and messages. Naja and Budiarti (2024) further assert that a positive brand image significantly boosts purchase intention. Avoskin can leverage celebrity endorsers to communicate its community development efforts, which also enhance brand image. Hendrik (as cited in Nuryana, 2023) identifies key elements of community development, including collaboration and empowerment, which celebrities can support either directly or by promoting these initiatives. This strategy contributes to a positive brand image, strengthening consumer trust in Avoskin's social impact and community efforts.

## **Engagement in the RUBI Community and Avoskin's Brand Image**

The synthesis of various empirical and theoretical findings indicates that active consumer engagement within the RUBI Community serves as a central mechanism in translating Avoskin's abstract values into concrete and meaningful brand image attributes. Members' participation in a series of structured activities—ranging from sustainability education and skills development (empowerment) to content creation—functions as a catalyst in this process. Through these direct experiences, members do not merely receive brand messages passively but actively internalize Avoskin's four core pillars: sustainability, empowerment, entrepreneurship, and creativity.

This internalization process fundamentally transforms the relationship between consumers and the brand. Consumers evolve from mere buyers into participants, advocates, and even partners in the brand's social mission (Amalia et al., 2025). It is this transformation that drives the formation of strong, positive, and distinctive brand associations, as articulated in Keller's (2013) Customer-Based Brand Equity (CBBE) framework. In the context of Avoskin, these associations extend beyond the functional attributes of the products to encompass emotional dimensions—such as feelings of empowerment and belonging to a positive movement—as well as social dimensions, including connection with others who share similar values. Consequently, Avoskin's brand image is not constructed through marketing claims alone but is forged through authentic collective experiences within its community.

### **Analysis of the Four Strategic Pillars of the RUBI Community**

Avoskin's community development strategy is anchored by four key pillars: Sustainability, Empowerment, Entrepreneurship, and Creativity, each of which plays a crucial role in shaping a strong and positive brand image. The Sustainability pillar positions Avoskin as a brand committed to ecological responsibility, aligning with the growing environmental consciousness of modern consumers (Mondella, 2024). By engaging the community in sustainability education, recyclable packaging practices, and using ethically sourced ingredients, Avoskin not only claims to be a green brand but actively demonstrates this commitment alongside its consumers. These initiatives build trust and reinforce its green brand image, which is a vital factor in brand equity within environmentally conscious markets (Chen, 2010). Through this grassroots advocacy, Avoskin strengthens its brand image as a socially and environmentally responsible brand.

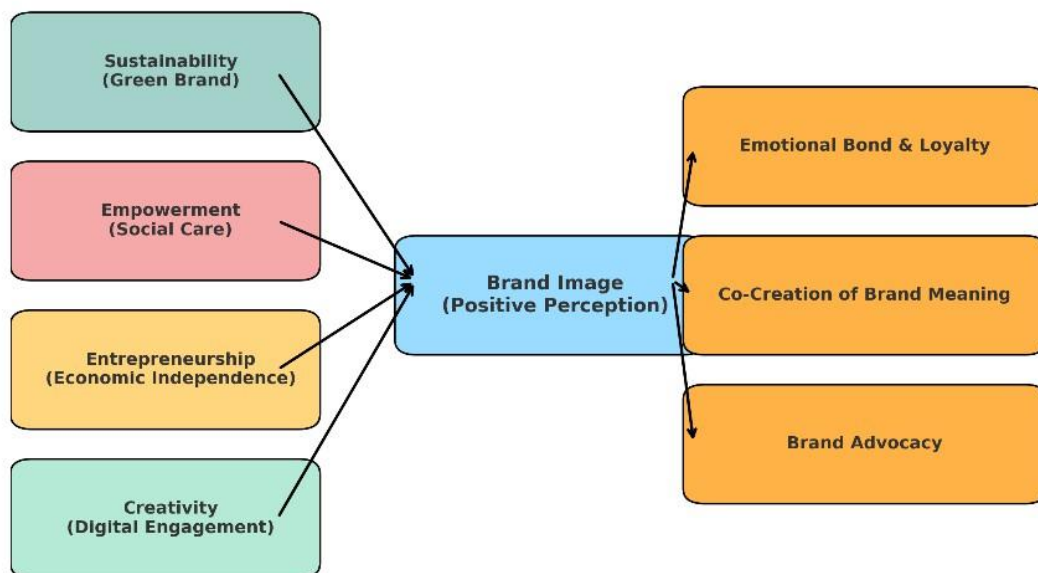
The Empowerment pillar plays a pivotal role in shaping Avoskin's image as a brand that cares about social causes, especially women's empowerment. Through initiatives like webinars, soft skills training, and public speaking programs, Avoskin provides value that extends beyond product offerings. Research by Indah (2024) indicates that participation in empowerment programs enhances communication skills and the ability to promote Avoskin's brand image on social media. This transforms the relationship between consumers and the brand into a partnership, with Avoskin seen as a collaborator in personal and professional growth (Nareswari & Arindita, 2024). Consequently, Avoskin fosters an empowering brand image and strengthens emotional bonds with its audience, in line with Keller's (2013) brand image theory.

The Entrepreneurship pillar highlights Avoskin's role in promoting women's economic independence, representing a tangible example of community-based corporate social responsibility (CSR) (Herlangga & Nurjanah, 2017). Through entrepreneurship training,

business mentoring, and opportunities for micro-enterprise development, Avoskin provides significant contributions to the economic well-being of its members. This strategy adds value beyond product use, offering opportunities for income generation. As a result, Avoskin is perceived as a brand that supports inclusive economic growth, building member loyalty and positioning them as committed brand advocates.

The Creativity pillar drives digital engagement and co-creation of brand meaning. By organizing content creation competitions, review challenges, and creative showcases, Avoskin offers a platform for members to express their creativity and contribute to the brand’s visual narrative (Amalia et al., 2025). These activities transform community members into creators of authentic user-generated content, sparking organic word-of-mouth promotion and boosting brand visibility on social media. By facilitating creativity, Avoskin nurtures a brand image that is inspirational and participatory, resonating deeply with digital-era audiences.

**Model Konseptual: Peran RUBI Community dalam Pembentukan Brand Image Avoskin**



**Figure 1.** Conceptual Model: The Role of the RUBI Community in Shaping Avoskin’s Brand Image

Source: Developed by the author based on a synthesis of literature and theoretical frameworks from Keller (2013), Muñiz & O’Guinn (2001), as well as empirical studies related to the RUBI Community (Aditya & Setyawan, 2023; Amalia et al., 2025; Indah, 2024; Kinasih et al., 2023; Qothrunnada & Pandrianto, 2024)

**CONCLUSION**

The synthesis of conceptual frameworks and empirical evidence in this study leads to one central conclusion: community empowerment strategies implemented through the RUBI Community constitute the most significant and central instrument in shaping and strengthening Avoskin's brand image. Active member engagement in activities designed around four strategic pillars — sustainability, empowerment, entrepreneurship, and creativity — serves as a

mechanism for translating the brand's abstract values into concrete, positive, and distinctive associations in consumers' minds. Theoretically, the success of this model is grounded in the fundamental principles of relationship marketing. Practices within the RUBI Community confirm that contemporary brand communities function as platforms for the co-creation of meaning and the development of emotional bonds, which lie at the core of customer-based brand equity and brand community theory. Empirically, multiple studies consistently demonstrate that the community effectively enhances brand trust, brand awareness, and customer loyalty, thereby positioning Avoskin not merely as a product manufacturer but as a progressive and socially conscious brand. Ultimately, this research confirms that Avoskin's brand image is not constructed through a single pillar, but rather emerges from an integrative ecosystem in which the community serves as the central gravitational force. The community drives sustainability strategies (green marketing), functions as the engine of digital communication (e-WOM and viral marketing), and acts as a source of authentic micro-brand ambassadors. The synergy among community engagement, sustainability initiatives, digital communication, and public representation holistically strengthens brand image, enhances consumer loyalty, and ultimately provides Avoskin with a sustainable competitive advantage within the modern beauty industry.

Based on the findings, it is recommended that Avoskin formalise the roles of community members as micro-ambassadors through structured training and recognition programmes, expand the entrepreneurship pillar via partnerships with financial institutions, and develop measurable key performance indicators for each of the four pillars to enable continuous evaluation. For other local brands seeking to adopt a similar approach, community development programmes should be authentically aligned with core brand values rather than being merely performative, while a hybrid strategy combining celebrity endorsers for reach and community members for authenticity can effectively balance aspiration and trust. Future researchers are encouraged to conduct quantitative studies using structural equation modelling to test the conceptual model empirically, as well as longitudinal and comparative studies across different brand communities to further validate the effectiveness of community development as a branding instrument.

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