

## OMNI-CHANNEL BEAUTY ECOSYSTEM AND MUSLIM CONSUMER BEHAVIOR: INSIGHT FROM INDONESIA'S BEAUTY RETAIL MARKET

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### ABSTRACT

The beauty retail industry in Indonesia has experienced rapid growth, driven by the increasing adoption of omni-channel strategies that integrate online and offline shopping experiences. Sociolla, as a leading beauty retailer, has pioneered the *Omni-Channel Beauty Ecosystem*, allowing consumers to seamlessly explore, evaluate, and purchase products across platforms. This study aims to analyze the influence of brand awareness, price, electronic word of mouth (e-WOM), and customer loyalty programs on Muslim consumers' purchase intention, with a case study at Sociolla Big Mall Samarinda. A quantitative method was employed using Structural Equation Modeling-Partial Least Square (SEM-PLS) with 90 respondents selected according to Hair's guideline. Data were collected through questionnaires distributed to Muslim consumers who had visited at Sociolla. The findings reveal that brand awareness, e-WOM, and loyalty programs have a significant positive effect on purchase intention, while price does not show a significant influence. These results highlight the importance of brand equity, digital engagement, and loyalty strategies over pricing in shaping consumer decisions within a non-metropolitan omni-channel beauty ecosystem.

**Keywords:** Brand Awareness, Price, e-WOM, Loyalty Program, Purchase Intention, Omni-Channel, Sociolla

### INTRODUCTION

The beauty industry in Indonesia has been experiencing remarkable growth over the last decade (Hasrudin & Sagena, 2023), supported by increasing consumer demand (Saparuddin et al., 2025; Turcu et al., 2025), digital innovation (Park & Hong, 2024; Sudibyso & Boros, 2024), and the expanding middle-class market (Muheramtohad & ady Fataron, 2022). Beauty retail has shifted from conventional offline stores to omni-channel ecosystems that integrate digital platforms with physical outlets, offering consumers a seamless shopping experience (P. T. Y. Lee et al., 2024; R. Wang et al., 2021). This transformation is not only reshaping consumer behavior but also creating new challenges for retailers to understand what drives consumer purchase intention in this competitive sector (Sharma et al., 2020; Truong, 2021).

Within this transformation, Sociolla has emerged as a pioneer in adopting the *Omni-Channel Beauty Ecosystem*, combining online platforms with offline *Sociolla Stores*. Through features such as SOCO reviews, reward points, and personalized recommendations, Sociolla engages with consumers across multiple touchpoints. The presence of Sociolla in Samarinda—an emerging non-metropolitan city—makes it a strategic case for examining consumer behavior beyond Indonesia's large urban centers like Jakarta or Surabaya. This study focuses on Muslim consumers, who form the majority demographic in Samarinda, and whose preferences often emphasize halal, trustworthy, and value-driven products in the beauty sector.

Understanding the factors that shape Muslim consumers' purchase intention in this context is critical. Brand awareness has long been recognized as a major determinant of consumer decisions (Y.-S. Chen et al., 2020; Verma, 2021), as it reflects consumers' familiarity, recognition, and trust toward a brand (Acharya, 2021; Bas, 2024). Price is another classic determinant (Carrión Bósquez et al., 2023; Santo & Marques, 2022), often considered by consumers when balancing affordability with perceived product quality (Ganesh & Nagadeepa, 2024; Hung et al., 2021). At the same time, the digitalization of retail has elevated the role of electronic word of mouth (e-WOM) (Haris et al., 2025; Liao et al., 2023), where online reviews and peer recommendations significantly influence

purchase decisions (T. Chen et al., 2022; Handarkho, 2020). Meanwhile, customer loyalty programs, through rewards and incentives, further reinforce consumer engagement by fostering repeat purchases and brand attachment (Arslan, 2020; Hwang & Choi, 2020; Kwiatek et al., 2020a).

These variables are interrelated in shaping purchase intention. For example, strong brand awareness may reduce consumer sensitivity to price, while positive e-WOM can amplify the impact of loyalty programs by validating consumer experiences. Conversely, when price is perceived as unfair or uncompetitive, even strong awareness and loyalty incentives may fail to drive purchase intention. The omni-channel ecosystem magnifies these interactions, as consumers are continuously exposed to multiple stimuli—brand campaigns, digital reviews, price comparisons, and reward benefits—across online and offline platforms.

Given the rapid digitalization of beauty retail and the growing importance of Muslim consumer markets, examining these factors in a non-metropolitan context is both timely and essential. Samarinda, with its blend of modern retail infrastructure and strong cultural-religious identity, offers a unique setting to explore how brand awareness, price, e-WOM, and loyalty programs interact in shaping purchase intention. By focusing on Sociolla Big Mall Samarinda, this study provides valuable insights into the dynamics of consumer decision-making in Indonesia's evolving beauty retail landscape.

Previous studies have highlighted the influence of brand awareness (Büyükdag, 2021; Gesmundo et al., 2022; Machi et al., 2022; Pratama et al., 2023; Tsabitah & Anggraeni, 2021), price (Abdullah et al., 2023; Katt & Meixner, 2020; Toni et al., 2021), e-WOM (Adila et al., 2020; Kajtazi & Zeqiri, 2020; Sylvia & Ramli, 2023; Winarno & Indrawati, 2022a), and loyalty programs (Hwang & Choi, 2020; Kim et al., 2021; Kwiatek et al., 2020a) on purchase intention. However, most research is concentrated in metropolitan areas and does not fully capture the behaviors of consumers in secondary cities, especially Muslim-majority populations. Furthermore, few studies integrate these four variables simultaneously within an omni-channel beauty ecosystem, leaving a research gap in understanding their combined effects in emerging markets.

This study contributes in three key ways. First, it situates the analysis in Samarinda, a non-metropolitan city, providing perspectives often overlooked in beauty retail research. Second, it emphasizes Muslim consumers, whose decisions are shaped by both mainstream consumer behavior and halal considerations in beauty products. Third, it integrates four variables—brand awareness, price, e-WOM, and loyalty programs—into a single model within the omni-channel framework, a combination rarely addressed in prior studies. By addressing these three dimensions simultaneously, this research provides both theoretical enrichment and practical insights. It highlights the relevance of consumer behavior studies in non-metropolitan areas, the unique dynamics of Muslim consumer markets, and the necessity of examining multiple marketing variables in an integrated omni-channel environment. Therefore, conducting this study is crucial to better understand how beauty retailers can effectively engage diverse consumer segments and strengthen their competitiveness in Indonesia's rapidly evolving retail landscape.

## LITERATURE REVIEW

### Purchase Intention

Purchase intention is a central construct in consumer behavior studies, often regarded as the best predictor of actual purchasing behavior. It refers to the consumer's planned or deliberate decision to buy a product in the future, influenced by both psychological and situational factors (Anastasiie et al., n.d.). According to (Ngo-Thi-Ngoc et al., 2024), intention is formed by three key determinants: attitudes toward the behavior, subjective norms, and perceived behavioral control. In the context of beauty retail, these determinants are highly relevant, as consumers are influenced not only by their

evaluation of product quality and benefits but also by societal expectations, peer recommendations, and personal ability to access products (Amalia & Darmawan, 2023). For example, Muslim consumers may evaluate beauty products not only in terms of quality and performance but also in terms of halal assurance, peer approval, and affordability. Thus, purchase intention in this context becomes a multidimensional construct shaped by brand equity, pricing, social influence, and reward mechanisms. Prior studies such as (Wibowo et al., 2024) affirm that consumers with positive brand attitudes and supportive social environments are more likely to translate their purchase intention into actual buying behavior.

### **Brand Awareness**

Brand awareness is widely acknowledged as one of the most fundamental aspects of consumer-based brand equity. (Zhang, 2020) defines brand awareness as the ability of a consumer to recognize or recall a brand in different situations. (Rahmi et al., 2022) further explains that awareness creates a sense of familiarity and trust, which reduces perceived risk and uncertainty in purchasing decisions. In the beauty retail industry, where product choice is often overwhelming due to the abundance of similar offerings, brand awareness helps consumers narrow down their options (Ersantika Alhamdina & Hartono, 2023). High levels of awareness also make a brand more likely to be included in the consumer's "consideration set," the shortlist of brands actively evaluated for purchase (Wuisan & Angela, 2022). Moreover, awareness contributes to long-term consumer loyalty because familiarity encourages repeated usage and recommendations. Previous studies consistently find a strong positive link between brand awareness and purchase intention, as consumers who are more familiar with a brand tend to perceive it as more reliable and credible (Kerse, 2023). Therefore, building and maintaining brand awareness is not only essential for market entry but also for sustaining competitiveness in highly saturated markets such as beauty retail.

### **Price**

Price is traditionally considered one of the most powerful tools in influencing consumer behavior, as it directly affects perceived value and affordability. (Allender et al., 2021) argue that consumer price evaluation involves multiple dimensions, including fairness, affordability, competitiveness, and value-for-money. In practice, price is not merely the amount paid, but a signal of product quality and brand positioning. For instance, low prices may attract price-sensitive consumers but risk creating perceptions of low quality, while premium prices may convey exclusivity and higher value. In the beauty sector, this trade-off is especially relevant because consumers are often willing to pay more for trusted and high-quality products, particularly those that align with their lifestyle or cultural values. (Sholeh et al., 2024) emphasizes that the price-quality relationship is not linear: in some markets, consumers may disregard price as long as they perceive sufficient quality and benefits. For Muslim consumers in Samarinda, affordability may still matter, but price might not be the most decisive factor compared to brand familiarity or halal assurance (Musaidah et al., 2024). Thus, while price is an important component in shaping purchase intention, its impact may vary depending on context, consumer segment, and the interplay with other marketing variables.

### **Electronic Word of Mouth (e-WOM)**

Electronic word of mouth (e-WOM) has become one of the most influential factors in consumer decision-making in the digital age (Nurfadillah & Widarmanti, 2024). Defined as any positive or negative statement made by consumers about products or services via the internet (Ngo et al., 2024a), e-WOM captures the collective voices of consumers in online environments. (Haryono, 2022) identify three dimensions of e-WOM: intensity (the frequency of communication), valence (the positivity or negativity of messages), and content (the usefulness and detail of information) (Dwiputri & Syahputra, 2023). In beauty retail, where product outcomes such as skincare or cosmetics can be highly subjective, e-WOM plays a critical role in shaping perceptions of credibility and trustworthiness (Ngo et

al., 2024b). Positive reviews and high ratings reduce consumer uncertainty, while negative reviews can deter purchase even if brand awareness and pricing strategies are favorable (P.-C. Lee et al., 2022). In omni-channel ecosystems, platforms such as Sociolla's SOCO community amplify the impact of e-WOM, as consumers engage with authentic user-generated content before making decisions (Koto et al., 2024). Studies consistently show that e-WOM is often more persuasive than traditional advertising because it is perceived as more trustworthy, reflecting real consumer experiences (Kusawat & Teerakapibal, 2024). Therefore, e-WOM not only informs consumers but also shapes their attitudes, confidence, and ultimately their purchase intention.

### Customer Loyalty Program

Customer loyalty programs are structured marketing efforts that reward consumers for their repeated engagement with a brand (Lestari et al., 2023a). (Corbishley et al., 2023) argue that well-designed loyalty programs strengthen the psychological bond between consumers and firms by providing financial and non-financial benefits. Effective programs typically offer relevant rewards, personalized incentives, and timely benefits that align with consumer expectations (Hssaine et al., 2025). In beauty retail, loyalty programs such as reward points, birthday discounts, or exclusive member promotions are particularly attractive because they enhance perceived value beyond the immediate product purchase (Lestari et al., 2023b). Moreover, loyalty programs often extend consumer lifetime value by encouraging repeat purchases, fostering brand attachment, and increasing advocacy through referrals. Past research has demonstrated that loyalty programs indirectly influence purchase intention by reinforcing positive attitudes and consumer commitment (Rautenbach, 2021). For Muslim consumers in Samarinda, rewards that align with lifestyle preferences and offer tangible benefits can significantly enhance purchase motivation. Thus, loyalty programs are not only tactical tools to boost sales but also strategic levers to deepen consumer relationships and maintain competitiveness in crowded retail markets.

## HYPOTHESIS

Drawing upon the theories and prior studies discussed above, this study proposes a conceptual framework that integrates brand awareness, price, e-WOM, and customer loyalty programs as predictors of purchase intention in the omni-channel beauty ecosystem. Brand awareness is expected to enhance consumer confidence and reduce perceived risk, thereby increasing purchase likelihood. Price is hypothesized to influence consumer evaluation of fairness and value, although its effect may be context-specific. e-WOM, particularly through digital reviews and recommendations, is anticipated to exert strong influence by shaping consumer perceptions of credibility and trust. Loyalty programs are assumed to reinforce long-term consumer engagement, strengthening both repeat purchases and advocacy. Based on these relationships, the study formulates the following hypotheses:

H1: Brand Awareness has a positive effect on Purchase Intention.

H2: Price has a positive effect on Purchase Intention.

H3: e-WOM has a positive effect on Purchase Intention.

H4: Customer Loyalty Program has a positive effect on Purchase Intention.

## METHODS

This study employed a quantitative research design with a causal-explanatory approach to examine the influence of brand awareness, price, electronic word of mouth (e-WOM), and customer loyalty programs on Muslim consumers' purchase intention at Sociolla Big Mall Samarinda. The population consisted of Muslim consumers who had purchased beauty products at Sociolla, with a final sample of 90 respondents determined according to Hair et al.'s guideline on minimum sample size for SEM-PLS. A convenience sampling technique was applied to reach consumers. Data were collected through self-

administered questionnaires using a five-point Likert scale, with indicators adapted from established literature (Appendix 1). The questionnaire was pre-tested for clarity, and only responses from Muslim consumers were included to align with the study's objectives. A total of 120 questionnaires were distributed, of which 90 were valid for analysis, yielding a satisfactory response rate. Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS software, which allows for simultaneous assessment of measurement and structural models. The measurement model was evaluated through factor loadings, Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's Alpha to ensure validity and reliability, while the structural model was assessed through path coefficients, coefficient of determination ( $R^2$ ), and hypothesis testing using bootstrapping to obtain t-statistics and p-values.

**Table 1. Variable Operationalizations**

Item	Code
<b>Brand Awareness</b>	
I find it difficult to recall when asked about the Sociolla brand	BA01
The Sociolla brand often comes to my mind when I think about beauty products	BA02
I do not recognize the Sociolla brand logo when I see it	BA03
I feel familiar with Sociolla's product packaging	BA04
I often purchase products from Sociolla	BA05
I feel hesitant to purchase Sociolla products	BA06
I regularly use products from Sociolla	BA07
I recommend Sociolla products to others after using them	BA08
<b>Price</b>	
I am reluctant to buy Sociolla products because of their price	P01
I feel that Sociolla's product prices are affordable for my budget	P02
I feel that Sociolla's product prices do not match the benefits offered	P03
I am satisfied with the alignment between Sociolla's product prices and their quality	P04
I feel that Sociolla's product prices are higher than those of other brands	P05
The price of Sociolla products affects my interest in purchasing them	P06
I am willing to pay more for Sociolla products if the benefits are greater	P07
The benefits I get from Sociolla products are proportional to their price	P08
<b>E-WOM</b>	
I engage in discussions about the Sociolla brand on digital platforms	E-WOM01
I never discuss the Sociolla brand on social media	E-WOM02
I enthusiastically recommend Sociolla products to my friends or family.	E-WOM03
I enthusiastically recommend Sociolla products to my friends or family.	E-WOM04
I tend to give positive reviews about Sociolla products after using them	E-WOM05
I do not find relevant content about Sociolla products	E-WOM06
I prefer to read detailed and clear reviews about Sociolla products	E-WOM07
I prefer to read detailed and clear reviews about Sociolla products.	E-WOM08
<b>Loyalty Program</b>	

I feel that the rewards given in Sociolla's loyalty program match my interests	LP01
The rewards offered in Sociolla's loyalty program are appealing to me	LP02
I prefer receiving rewards after a purchase rather than periodically.	LP03
I feel that if rewards are given at the right time, they can enhance my interest	LP04
I rarely receive rewards from Sociolla's loyalty program	LP05
I feel that the rewards offered are relevant to the products I purchase	LP06
I feel that the rewards given are relevant to my shopping experience	LP07
The suitability of rewards with the products I purchase does not affect my interest in participating	LP08
<b>Purchase Intention</b>	
I have already planned to purchase Sociolla products within the next month	PI01
I have no desire to purchase Sociolla products in the near future	PI02
I tend to recommend Sociolla products to others.	PI03
I feel that Sociolla is worth recommending to friends or family	PI04
I tend to choose products other than Sociolla when there are several options in the market.	PI05
I feel that Sociolla products are my primary choice in this category.	PI06
I am not interested in trying new products from Sociolla	PI07
I have the desire to explore the variety of products offered by Sociolla.	PI08

Source: Processed Data (2025)

### RESULTS

The data analysis was conducted on 90 valid responses from Muslim consumers at Sociolla Big Mall Samarinda. Indicators for each construct are provided in Appendix 1. The evaluation of the measurement and structural models followed the standard PLS-SEM procedure, consisting of validity and reliability assessment, discriminant validity, and structural model analysis.

Table 2. Measurement Model Assessment

Construct	AVE	Cronbach's Alpha	Composite Reliability	Status
Brand Awareness	0.708	0.862	0.906	Valid & Reliable
Price	0.601	0.780	0.857	Valid & Reliable
E-WOM	0.701	0.856	0.903	Valid & Reliable
Loyalty Program	0.691	0.888	0.918	Valid & Reliable
Purchase Intention	0.569	0.810	0.868	Valid & Reliable

Source: PLS Output (Processed Data, 2025)

Based on table 1, Convergent validity was tested using factor loadings and the Average Variance Extracted (AVE). Items with factor loadings below 0.70 were eliminated, and the final retained indicators demonstrated satisfactory values. AVE values exceeded 0.50 for all constructs, indicating that each construct explained more than half of the variance of its indicators. Reliability was assessed using Cronbach's Alpha and Composite Reliability (CR), both of which exceeded the threshold of 0.70, confirming internal consistency. Discriminant validity was assessed using the Heterotrait-Monotrait ratio (HTMT) as presented in table 2. All values were below the 0.90 threshold, demonstrating that the constructs were distinct from each other.

**Table 3. Discriminant Validity (HTMT Criterion)**

Construct	Brand Awareness	Price	E-WOM	Loyalty Program	Purchase Intention
Brand Awareness	—	0.778	0.819	0.620	0.879
Price	—	—	0.740	0.669	0.781
E-WOM	—	—	—	0.812	0.941
Loyalty Program	—	—	—	—	0.781
Purchase Intention	—	—	—	—	—

**Source: PLS Output (Processed Data, 2025)**

After the measurement model was confirmed to be valid and reliable, the analysis proceeded to the structural model in order to evaluate the predictive power of the constructs. The coefficient of determination ( $R^2$ ) for purchase intention was 0.714 (table 3), indicating that the independent variables jointly explained 71.4% of the variance in purchase intention, which is considered strong (Hair, 2019). The effect size ( $f^2$ ) analysis showed that brand awareness (0.155) and e-WOM (0.174) had moderate contributions, while price (0.013) and loyalty programs (0.046) had small contributions as presented in table 3.

**Table 4. Coefficient of Determination and Effect Size**

Dependent Variable	$R^2$	Adjusted $R^2$	Effect Size ( $f^2$ ) by Predictor	Interpretation
Purchase Intention	0.714	0.701	Brand Awareness = 0.155 (Moderate) Price = 0.013 (Small) E-WOM = 0.174 (Moderate) Loyalty Program = 0.046 (Small)	Strong model

**Source: PLS Output (Processed Data, 2025)**

The next step was to test the significance of the hypothesized relationships among the constructs. This was conducted by examining the path coefficients through the bootstrapping procedure. Results revealed that three hypotheses were supported: brand

awareness, e-WOM, and loyalty programs significantly and positively influenced purchase intention. Price, however, did not show a significant effect.

The results at table 4 demonstrate that brand awareness, e-WOM, and loyalty programs significantly enhance Muslim consumers' purchase intention within the omni-channel beauty ecosystem, while price does not significantly influence purchase intention. This suggests that in the context of Sociolla Big Mall Samarinda, consumers prioritize brand credibility, peer influence, and loyalty incentives over pricing considerations when making purchase decisions.

**Table 5. Hypothesis Testing Results**

Hypothesis	Relationship	Path Coefficient	t-statistic	p-value	Result
H1	Brand Awareness → Purchase Intention	0.329	3.948	0.000	Supported
H2	Price → Purchase Intention	0.085	0.926	0.354	Not Supported
H3	E-WOM → Purchase Intention	0.382	3.944	0.000	Supported
H4	Loyalty Program → Purchase Intention	0.165	2.039	0.041	Supported

Source: PLS Output (Processed Data, 2025)

**DISCUSSION**

The findings of this study provide important insights into the factors that shape Muslim consumers' purchase intention within the omni-channel beauty ecosystem of Sociolla Big Mall Samarinda. The results confirmed that brand awareness, e-WOM, and loyalty programs exert significant positive influences on purchase intention, while price was found to be insignificant. These results align with and extend prior literature, offering theoretical and practical implications for beauty retail marketing strategies.

First, the significant effect of brand awareness on purchase intention indicates that consumer familiarity, recognition, and trust in Sociolla strengthen their willingness to buy. This finding highlights the role of brand credibility in reducing uncertainty and enhancing consumer confidence. The results of this study are consistent with recent research (Chandra & Berlianto, 2024; Katerina et al., 2023; Sahu et al., 2025), which confirmed that higher levels of brand awareness increase purchase intention across different cosmetic and beauty product contexts. However, some studies present a contrasting perspective (Bian & Moutinho, 2011; Viorentina & Santoso, 2023), who found no significant effect of brand awareness on purchase intention in their contexts, suggesting that in certain markets other factors—such as price sensitivity or product availability—may be more decisive than brand familiarity.

Second, the finding that price does not significantly affect purchase intention suggests that for Muslim consumers in the beauty sector, product quality, brand credibility, and

halal assurance are more important than affordability. This implies that consumers may be less price-sensitive when making purchasing decisions for trusted beauty products. These results contrast with prior research (Ali & Anwar, 2021; Karunarathna et al., 2020; Majeed et al., 2022; J. Wang et al., 2020; Zhao et al., 2020), which demonstrated that competitive and fair pricing positively influences purchase intention. Nevertheless, they align with other studies (Mbetse & Tanamal, 2020), which found that in beauty and lifestyle sectors, consumers often prioritize brand trust and product safety over price, showing that price sensitivity may vary depending on product category and consumer demographics.

Third, the strong positive effect of electronic word of mouth (e-WOM) demonstrates that online reviews, peer recommendations, and user-generated content play a decisive role in shaping purchase intention. This result underlines the importance of social validation and shared consumer experiences in reducing uncertainty, particularly in product categories such as beauty where outcomes are subjective. The findings are consistent with recent studies (Bian & Moutinho, 2011; Kajtazi & Zeqiri, 2020; Pang & Wang, 2023; Winarno & Indrawati, 2022b), which confirmed that e-WOM significantly influences purchase intention by increasing trust and confidence in product choices.

Fourth, the significant but relatively weaker effect of customer loyalty programs implies that while rewards and incentives encourage repeat purchases and enhance engagement, they may not be the primary driver of initial purchase intention. Loyalty programs act more as reinforcement tools rather than as triggers of consumer intention. This finding is consistent with prior research (Al-Zyoud, 2021; Hwang & Choi, 2020; Kwiatek et al., 2020b), which found that well-designed loyalty programs can enhance purchase intention by shaping positive attitudes toward the brand and motivating consumers to plan or express a willingness to buy, even before an actual purchase occurs.

Overall, the findings suggest that within a non-metropolitan Muslim market, factors related to trust, peer validation, and brand identity outweigh traditional considerations of price. This has both theoretical and practical implications. Theoretically, the results enrich the Theory of Planned Behavior by showing that subjective norms (peer influence through e-WOM) and attitudes (brand awareness) play stronger roles than perceived behavioral control (price affordability) in influencing intention. Practically, the results provide guidance for beauty retailers operating in emerging markets: instead of focusing primarily on price competition, greater emphasis should be placed on building strong brand equity, fostering online peer communities, and designing loyalty schemes that resonate with consumer identity and lifestyle.

## CONCLUSION

This study concludes that brand awareness, e-WOM, and loyalty programs significantly enhance Muslim consumers' purchase intention in Sociolla's omni-channel beauty ecosystem, while price has no significant effect. With the model explaining 71.4% of purchase intention, the findings highlight that consumers in non-metropolitan Muslim markets prioritize brand credibility, peer validation, and loyalty benefits over pricing. The study extends the Theory of Planned Behavior and brand equity concepts into a Muslim-majority omni-channel context and offers practical guidance for beauty retailers to focus on brand strength, digital engagement, and loyalty programs rather than price competition.

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