Analyzing brand identity in the sustainable skincare industry: Study case of Keina Beauty

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ABSTRACT

In the competitive beauty industry, effective branding is critical for differentiation and long-term success, especially as consumers increasingly demand sustainable and ethical products. This study examines how Keina Beauty, an eco-friendly skincare brand, can enhance its brand identity to gain a competitive advantage in the beauty industry. The research question focuses on identifying the strategic modifications required to strengthen branding and better align with target customer segments. A qualitative approach was employed, integrating analyses using frameworks such as PESTLE, Porter's Five Forces, Value Chain, SWOT, Cause and Effect Diagrams, and Business Model Canvas. The results reveal that inconsistent branding, misaligned customer segmentation, and operational inefficiencies are critical challenges facing the company. These findings indicate that the lack of a unified brand identity and strategic digital marketing hampers consumer engagement and market differentiation. The discussion highlights the potential benefits of standardizing visual elements, refining digital and influencer marketing strategies, and enhancing customer service practices to create a coherent and appealing brand image. Conclusively, by implementing targeted strategies to streamline brand elements and improve customer interactions, Keina Beauty can secure sustainable growth and strengthen its market position in a competitive environment.

Keywords: Sustainable skincare, eco-friendly, branding strategy, digital marketing

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INTRODUCTION

Business is an essential human activity involving the production, acquisition, and exchange of goods and services (Farida & Setiawan, 2022). It serves as a fundamental driver of economic growth, providing opportunities for innovation and entrepreneurship. In the increasingly competitive beauty industry, effective branding and sustainability have emerged as critical components of business success (Rastogi et al., 2024; Sujanska & Nadanyiova, 2023). As consumer awareness grows, so does the demand for ethically produced and environmentally responsible skincare products. Companies that adopt sustainable practices not only meet these expectations but also contribute to long-term ecological and consumer well-being (Y.-J. Kim et al., 2021).

Keina Beauty is a skincare brand that centers its business model on environmental responsibility and product

safety. Established on June 5th, 2021, in Denpasar, the brand launched in conjunction with World Environment Day, underscoring its orientation toward sustainability. Founded by a group of individuals who share a commitment to ethical skincare and ecological stewardship, Keina Beauty develops skincare formulations intended to meet consumer needs while reducing environmental impact. The brand maintains a strict standard of excluding harmful ingredients and animal testing, aligning its operations with sustainable and ethical values. By integrating sustainability into its core framework, the company seeks to promote more conscientious consumer behavior in the beauty sector.

The brand introduced four initial skincare items, including a facial wash, an essence, a moisturizer, and a CC cream. As a family-owned business, Keina Beauty emphasizes the use of ingredients that are deemed safe and sustainable while avoiding substances such as sodium lauryl sulfate (SLS), known for its potential environmental harm (Asio et al., 2023). Given the broader issue of environmental degradation linked to skincare products—particularly due to harsh chemical formulations and non-biodegradable packaging—the company has adopted alternative packaging methods. These include reusable pouches and glass containers, replacing traditional disposable boxes, in an effort to minimize ecological footprint. Such initiatives are aligned with the brand's objective of balancing product performance with environmental considerations.

Operating within the health and beauty sector, Keina Beauty addresses various skin-related concerns, particularly those affecting the face. The skin, as the largest human organ, plays a significant role in immune function and overall health. Exposure to environmental pollutants, harmful chemicals, and inappropriate skincare routines can contribute to dermatological issues, emphasizing the importance of carefully formulated skincare solutions (Wirtu, 2024). In response, the brand positions itself as one that prioritizes scientifically supported approaches to skincare without compromising its ethical or environmental principles. Through an emphasis on transparency and consumer education, Keina Beauty aims to foster informed purchasing behavior and build long-term trust.

The company's organizational structure comprises several departments, including executive management, finance, operations, marketing, and online branding. Each unit contributes to ensuring smooth operations and product consistency. Despite its early accomplishments, Keina Beauty continues to encounter operational challenges such as supply chain disruptions, packaging inefficiencies, and communication difficulties with manufacturing partners. These include delays in raw material procurement, packaging defects, and slow supplier response times, all of which affect production timelines. Addressing these issues is critical to maintaining product availability and enhancing customer satisfaction.

Marketing and brand positioning remain ongoing areas for improvement as Keina Beauty seeks to broaden its customer reach. In the digital economy, strategies such as influencer partnerships and social media marketing have become prominent tools for brand visibility (Cheah et al., 2024), yet the company has not fully identified the most effective approaches to digital engagement. Additionally, conventional promotions—such as discounts and limited-time offers—have not generated significant increases in sales, suggesting the need for a more targeted and data-driven marketing strategy. The brand targets environmentally aware consumers within the middle to upper-income segments, and enhancing its digital presence will be essential for sustainable growth (Jung & Shegai, 2023; Tochukwu Ignatius Ijomah et al., 2024).

Financial sustainability represents another area of concern, as the business continues to depend on investor support to manage operational costs, including staffing, office maintenance, and supply chain activities. The elevated costs associated with sustainable packaging and ethically sourced raw materials further constrain financial flexibility, necessitating careful budget planning and cost-control measures. Without consistent revenue expansion, the continuity of these environmentally focused business practices could become increasingly difficult (Karuppiah et al., 2023). Thus, exploring additional funding avenues and optimizing internal financial strategies are essential for ensuring the company's long-term viability.

By examining these challenges, this study aims to offer evidence-based insights and strategic recommendations that support business development and sustainability. Addressing operational, marketing, and financial limitations will strengthen Keina Beauty's competitive position in the skincare market. Furthermore, this analysis contributes to broader discussions on ethical entrepreneurship and the implementation of sustainable business practices. The findings are intended to not only assist Keina Beauty in refining its strategies but also provide a reference for similar businesses aspiring to incorporate sustainability into their operational models.

LITERATURE REVIEWS
Branding in the Beauty Industry

Branding plays a pivotal role in shaping consumer perceptions and establishing a company's market identity. According to Tahir et al. (2024), a strong brand identity not only differentiates a skincare company from its competitors but also fosters consumer trust and loyalty. This is echoed by Tarannum Jahan et al. (2024), who emphasize that consistency in messaging, logo design, and customer experience is crucial for brand credibility. However, while both studies focus on the importance of visual and experiential branding, Hossain and Kibria

(2024) argue that emotional storytelling and digital narratives may have a more lasting impact on brand recall. Lim and Rasul (2022) add that digital presence—especially through social media—has redefined how brands connect with consumers. Putri (2021) supports this view, suggesting that interactive and relatable content can outperform traditional branding elements in terms of customer engagement. These perspectives highlight a shift from traditional branding elements to more dynamic, story-driven strategies in beauty marketing.

Consumer Behavior in Skincare Purchases

Consumer purchasing behavior in skincare is influenced by a confluence of psychological, social, and cultural factors (Šostar & Ristanović, 2023). While Ajayi et al. (2024) focus on consumers' increasing preference for products aligned with ethical values—such as sustainability and safety—Chen et al. (2022) and Sari & Aprialita (2023) highlight the growing influence of digital media, particularly online reviews and influencer endorsements, in shaping consumer decisions. These studies collectively underscore the evolution of consumer trust—from brand-centric marketing to peer-driven validation. Yet, this shift raises questions about the authenticity and reliability of social proof, especially when influencer marketing blurs the line between organic endorsement and paid promotion. Defta et al. (2025) further add that demographic variables, including age, gender, and lifestyle, shape how consumers interpret these marketing messages, suggesting that personalization is increasingly necessary for effective engagement.

Marketing Strategies for Small Beauty Brands

Small beauty brands operate under constraints that differ from those of major industry players, necessitating tailored marketing strategies. Ahmed et al. (2024) propose that leveraging digital platforms, such as social media and influencer marketing, is crucial for visibility. However, Belanche et al. (2021) caution that the effectiveness of influencer marketing hinges on perceived authenticity, with user-generated content often outperforming professional endorsements in generating trust. Ünalmış et al. (2024) reinforce this by noting the diminishing returns of influencer saturation, urging brands to select collaborators strategically. Meanwhile, Mu and Yi (2024) suggest that direct-to-consumer (DTC) models enable small brands to bypass traditional retail barriers, facilitating stronger customer relationships and data-driven personalization. These findings imply that while digital strategies are vital, their effectiveness depends on authenticity, strategic partnerships, and consumer-centric communication models.

Sustainability and Clean Beauty Trends

Sustainability has evolved from a niche concern to a mainstream demand in the beauty industry. Karuppiah et al. (2023) identify environmental awareness as a major driver of consumer behavior, while Couceiro et al. (2025) define clean beauty as the avoidance of harmful chemicals in favor of transparency and safety. Fernandes et al. (2024) and Madududu et al. (2024) report that consumers are willing to pay premium prices for eco-friendly and cruelty-free products, indicating that sustainability can serve as a competitive advantage. However, the emphasis varies: while some scholars prioritize ingredient safety, others focus on packaging innovation. Coelho et al. (2020), for instance, argue that biodegradable and refillable packaging significantly influences consumer perception of a brand's environmental responsibility. The diversity of focus among these studies suggests that sustainability in beauty is multidimensional, encompassing not only product formulation but also production, packaging, and brand communication.

Challenges and Opportunities for Local Skincare Brands

Local skincare brands often face structural challenges, including limited market reach, regulatory barriers, and lower brand recognition (Zhang & Su, 2024). Yet, these limitations can be leveraged as opportunities. Rodrigues et al. (2024) argue that incorporating indigenous ingredients and reflecting local cultural values can offer a compelling value proposition. Similarly, Roggeveen et al. (2021) find that authenticity and community alignment can differentiate local brands from mass-market competitors. These views align with Belanche et al. (2021), who emphasize the role of local influencers and community-based events in enhancing brand credibility. However, the scalability of such approaches remains a point of contention. While hyper-local strategies may foster trust in niche markets, they may limit broader market expansion. Thus, local skincare brands must balance cultural specificity with broader market appeal.

METHODS

This study employs a qualitative research approach, combining semi-structured interviews and non-participant observations to explore branding strategies within the beauty industry. A total of five in-depth interviews were conducted with local beauty brand owners and marketing managers selected through purposive sampling. Each interview lasted approximately 45–60 minutes and focused on branding challenges, consumer perceptions, and marketing effectiveness. Informed consent was obtained from all participants, and their identities were kept

anonymous to ensure ethical research standards.

In addition to interviews, direct observations were carried out over a four-week period, focusing on social media platforms, marketing campaigns, and customer engagement activities. These observations included monitoring Instagram and TikTok content, campaign visuals, influencer collaborations, and consumer comments or reactions. This allowed for real-time insights into branding consistency, consumer sentiment, and promotional effectiveness.

The data collected from interviews and observations were triangulated and analyzed using a SWOT analysis framework to identify internal strengths and weaknesses as well as external opportunities and threats. Based on the findings, a grand strategy was developed to strengthen the brand's competitive position in the market. Finally, a revised business model canvas was constructed to provide a practical roadmap for enhancing branding and marketing efforts. By integrating qualitative data with structured business tools, this study offers a holistic understanding of how branding strategies shape consumer engagement and drive market competitiveness.

RESULTS AND DISCUSSION
Results
External Assessment

The external assessment of Keina Beauty involves a PESTLE analysis and Porter's Five Forces analysis. Successful companies often integrate PESTLE analysis with other macro-environmental assessment tools, such as SWOT and Porter's Five Forces, to gain a comprehensive understanding of their strategic position and industry-specific risks (Siddiqui, 2021).

According to Siddiqui (2021), PESTLE, which examines political, economic, social, technological, legal, and environmental factors, serves as a framework for analyzing external influences that may impact business operations and long-term sustainability. Politically, business regulations in Indonesia mandate a cosmetics production license (Regulation No. 1175/MENKES/PER/VIII/2010), and all products must pass the National Agency of Drug and Food Control test. Economically, rising per capita income has strengthened purchasing power, with Indonesia's GDP reaching $1,059.64 billion in 2020 (O'Neill, 2022), led by services and industry. Socially, the pandemic has fueled a growing interest in skincare as people spend more time at home (Gu et al., 2021). Technological advancements, particularly increasing internet penetration, which reached 79.5% in 2019-2020 (Zhulfakar, 2024) highlight the need for digital branding strategies. Legally, Keina Beauty must comply with employment regulations, including staff training (Perda Bali No. 10/2019) and wage laws (Governor's Decree No. 532/03-M/Hk/2020), as well as MSME tax obligations (Gov. Reg. No. 23/2018). Environmentally, the beauty industry is increasingly adopting eco-friendly packaging, though plastic waste and microbeads remain challenges.

Porter's Five Forces analysis further assesses industry competitiveness (Goyal, 2020). The threat of new entrants is low due to high research, development, and manufacturing costs. Additionally, established brands dominate the industry, leveraging strong brand recognition and consumer trust, particularly in e-commerce, where leading local brands already hold a significant share of sales transactions (Rodrigues et al., 2024; Roggeveen et al., 2021). The bargaining power of buyers is high, as consumers have access to a wide range of skincare products, intensifying market competition. This forces manufacturers to maintain competitive pricing and continuously innovate to retain customer loyalty.

In contrast, the bargaining power of suppliers is low due to the high number of market participants and diverse product offerings. The abundance of skincare manufacturers weakens supplier influence over pricing, allowing brands to negotiate favorable terms for raw materials and production costs. The threat of substitutes is high, as consumers can easily switch to alternative skincare products from competing brands if a product is perceived as too expensive or of lower quality. This competitive pressure necessitates continuous innovation in product formulations, packaging, and marketing strategies to differentiate from substitutes and maintain consumer interest.

Finally, rivalry among existing competitors is intense, with both local and international brands actively competing in the market. Frequent product launches and aggressive digital marketing campaigns, particularly through social media, have intensified market rivalry, making it essential for brands to maintain a strong presence and continuously adapt to evolving consumer preferences. Table 1 summarizes Porter's Five Forces analysis.

TABLE 1. Summary of Porter's Five Forces Analysis

Competitive Forces	High	Low
Threat of new entrants		■
Bargaining power of buyers	■	
Bargaining power of suppliers		■
Threat of substitutes	■	
Rivalry among existing competitors	■	

Internal Assessment

The value chain consists of activities a company undertakes to design, produce, sell, distribute, and support its products to create value for consumers (Strakova et al., 2021). It is based on understanding organizational processes, viewing the company as a system with inputs, transformation processes, and outputs for each subsystem Primary activities in Michael Porter's value chain include inbound logistics, operations, outbound logistics, marketing and sales, and services (Strakova et al., 2021). These activities aim to create value exceeding operational costs, involving physical actions such as manufacturing, selling, and transferring products.
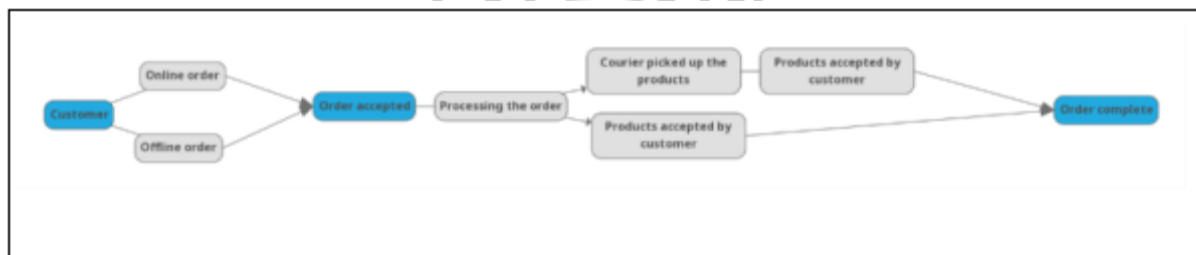
FIGURE 1. Order Journey

Inbound logistics involves managing supplier relationships to receive, store, and distribute products efficiently. A thorough examination of the transformation process, from raw materials to finished goods, is essential to prevent issues in product development. Keina Beauty applies a toll manufacturing system, known in Indonesia as *maklon,* where an external provider produces products based on business concepts. This approach allows businesses to create products without owning production facilities (Ardi & Firdausy, 2022). Tolling companies provide product samples before mass production to ensure quality. Keina Beauty collaborates with toll manufacturers for product development, sourcing raw materials, packaging design, licensing, and production.

Operations involve transforming raw materials into finished goods or services, including machining, packaging, assembly, maintenance, testing, printing, and facility management (Strakova et al., 2021). Keina Beauty relies on tolling services for production, receiving finished products at its Denpasar office. Quality control is performed upon arrival, ensuring all products meet standards before storage. Additional packaging is applied before products are delivered to customers, using small pouches for individual items and larger pouches for packages.

Outbound logistics covers activities related to storing and distributing finished products (Strakova et al., 2021). After passing quality control, Keina Beauty's products are stored in its warehouse, with some displayed in its store. The company offers both online and offline purchasing options. Customers can order via Shopee, Tokopedia, the official website, WhatsApp, and Instagram Shop, or visit the physical store at Jalan Tukad Badung No. 212, Denpasar, Bali. Once an order is received and payment is confirmed, products are packaged and either picked up by customers or shipped via courier.

Marketing and sales involve activities that encourage customers to purchase, including advertising, promotions, pricing, and channel linkages (Strakova et al., 2021). The marketing mix includes product, price, place, and promotion (Madhavedi et al., 2024) . Keina Beauty is market-oriented, testing and marketing products such as facial wash, essence, moisturizer, and CC cream. Maintaining product quality and after-sales support is crucial. The pricing strategy considers cost of goods sold (COGS), ensuring profitability while maintaining competitive pricing (Gerpott & Berends, 2022). Distribution channels include an official store, retail partners,

beauty salons, and online platforms like Shopee, Tokopedia, and the company website. Customers can consult with a doctor via WhatsApp for skincare advice. Promotional efforts focus on online marketing through Instagram and TikTok ads, giveaways, and collaborations with eco-friendly brands (Xu, 2023). Offline marketing includes event booths and brand partnerships.

Service plays a vital role in building customer loyalty. Modern consumers value after-sales care as much as marketing efforts. Keina Beauty offers pre-sale consultations with dermatologists and post-sale benefits, such as membership discounts at partner establishments. Customer feedback is collected to address complaints and enhance satisfaction.

Supporting activities include firm infrastructure, human resource management, technology development, and procurement, which contribute to overall business performance (Strakova et al., 2021). Keina Beauty's firm infrastructure includes store management and customer service to enhance the shopping experience. Human resource management ensures employee satisfaction through benefits, incentives, and training programs, resulting in low turnover. Technology development facilitates customer interaction and engagement through digital platforms. Keina Beauty uses technology to enhance rewards programs and online purchases. Procurement integrates all supply chain elements, with standardized processes for purchasing and quality control. Centralized procurement policies ensure efficiency, cost-effectiveness, and compliance with company standards.

Existing Business Model Canvas

Keina Beauty's business model is centered around providing safe, eco-friendly skincare products for women aged 18–40, with a particular focus on mothers and pregnant women. By ensuring its formulations are free from harmful ingredients such as sulfates, parabens, and artificial coloring (Wirtu, 2024), the brand aligns itself with the growing demand for clean beauty. It effectively reaches its target market through social media platforms like Instagram and TikTok, where skincare discussions and product recommendations thrive. These platforms, along with Facebook and its official website, serve as key channels for brand awareness and customer engagement (Lim & Rasul, 2022; Putri, 2021).

A strong value proposition underpins Keina Beauty's success, emphasizing not only product safety but also environmental responsibility. Collaborating with Yayasan Lindungi Hutan, the brand supports reforestation efforts by planting tabebuia trees in Jimbaran and adopting sustainable practices such as using glass packaging and fabric pouches instead of traditional boxes. Its formulations feature Cystoseira, a brown algae rich in antioxidants, vitamin E, and moisturizing properties, reinforcing its commitment to green and organic skincare trends (De La Fuente et al., 2020; Mago et al., 2023).

Keina Beauty leverages both online and offline channels to distribute its products, targeting Millennials and Gen Z across Indonesia, particularly in Bali, Nusa Tenggara, and Jakarta. Digital advertising, especially through Instagram and TikTok, helps drive traffic to dedicated landing pages where customers can access product details and initiate purchases via WhatsApp. Offline, the brand operates stores in Denpasar and Kuta, allowing consumers to experience the products firsthand. Additional sales channels include the official website and major e-commerce platforms like Shopee and Tokopedia, expanding accessibility for a broader audience.

Customer relationships are nurtured through the "Keluarga Keina Member" program, which offers discounts, coupons, and exclusive promotions. The brand places a strong emphasis on responsive customer service, promptly addressing complaints and facilitating product exchanges or even doctor consultations when necessary. Personalized touches, such as handwritten greeting cards, further enhance customer engagement and loyalty.

Operational efficiency is maintained through key activities such as advertising, customer service, product delivery, and social media management. Ads play a vital role in generating sales, with customer service teams converting leads into purchases through WhatsApp and direct engagement on social media. Production, sales, and packaging processes are meticulously managed to meet market demand while upholding quality standards. The company's key resources include advertising accounts, customer databases, financial assets, and operational infrastructure. Instagram ads are particularly crucial for maintaining engagement, while a strong internet connection ensures seamless interactions with customers. Data management allows for effective follow-ups, product launches, and business expansion, while the finance team oversees cash flow, stock tracking, and logistics coordination.

Strategic partnerships are integral to Keina Beauty's supply chain and market reach. The brand collaborates with maklon manufacturers for product development, logistics providers such as JNT Express and JNE for shipping, and various business partners to enhance brand exposure. Banks facilitate smooth transactions for customers, while investors provide essential funding, requiring regular financial reporting. Compliance with government regulations ensures legal operations, securing Keina Beauty's position as a trusted player in the skincare industry.

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIP	CUSTOMER SEGMENTS
1. Factory (Maklon) 2. Delivery (JNT Express and JNE) 3. Packaging 4. Business Partners (Toko Dapurku, BPR Lestari, Sendiri Coffee, Puri Lash, Rent Ganindra Toys, Klein Mooi Plant, Bebek Timbungan, Meat Processing Favorite, Thankyou Salad, and Meeruu) 5. Bank 6. Investor 7. Government	1. Advertising 2. Customer Service 3. Product Delivery 4. Marketing via WA broadcasts/status 5. Social Media 6. Production 7. Sales **KEY RESOURCES** 1. Physical: buildings distribution networks. 2. Intellectuals: brands, specialist knowledge, patents and copyrights. 3. Professional employees 4. IG advertising accounts, Advertisers, CS, Customer data, operational procedures.	1. Without dangerous chemicals 2. Profit allocation to plant a tree 3. Eco friendly packaging 4. Brightening skin 5. Anti irritation 6. Clean beauty	1. Membership 2. Customer Service 3. Discount 4. Giving a greeting card for every purchase **CHANNELS** 1. Instagram 2. Offline stores 3. Website 4. WhatsApp 5. Ecommerce (Shopee and Tokopedia)	1. Female 2. 18-40 years old 3. Use skincare in a daily basis 4. Active in social media 5. Care about environment 6. Mothers and pregnant women

COST STRUCTURE	REVENUE STREAMS
Advertising expenditures, business operational costs (such as energy, domain and hosting, packing supplies, office supplies and equipment, and so on), salaries, and bonuses.	Sales Reseller Drop shipper

FIGURE 2. Existing Business Model Canvas

Current Business Analysis

People's perceptions play a crucial role in branding, and Keina Beauty, which started its branding journey in June 2021, is still in the early stages of establishing its identity. To enhance authenticity and prestige, all products are labeled with the brand name. The company focuses on creating skincare products that promote healthy skin for Indonesian women while maintaining an environmentally friendly approach. This commitment is reflected in its use of natural ingredients free from harmful chemicals, eco-friendly packaging primarily made of glass, and a partnership with the Protect Forest Foundation to support reforestation efforts in Jembrana. To ensure quality, Keina Beauty collaborates with an experienced skincare manufacturer. Products are carefully packaged in fabric pouches and paper bags, and for courier deliveries, customer addresses are included.

In today's digital landscape, an online presence is essential for any business (Hossain & Kibria, 2024) Social media platforms play a key role in building consumer trust and facilitating interaction among customers. Many consumers rely on social media to gather information about companies and products. Positive customer experiences lead to favorable reviews, while dissatisfied customers often leave negative feedback that can damage a brand's reputation. To maintain credibility, businesses must consistently provide high-quality products and services. Keina Beauty actively engages with its audience through Instagram, TikTok, and Facebook, with Instagram being its main focus. However, the Facebook page remains underutilized, only serving as a linked platform for automated Instagram posts. Social media presence not only helps generate organic leads but also allows the company to showcase its production, packaging, and delivery processes. Regularly sharing customer testimonials further strengthens consumer trust. Although Keina Beauty initially targeted expecting women and mothers, an analysis of its Instagram audience shows that most followers are teenagers, indicating a potential shift in market focus.

Root of Problem
SWOT Analysis

A comprehensive assessment of the company's strengths, weaknesses, opportunities, and threats (SWOT) provides valuable insights into its strategic position. The goal of a SWOT analysis is to align the company's strengths with market opportunities while minimizing threats and addressing weaknesses.

Strengths

Keina Beauty's internal capabilities support its ability to achieve business objectives. One key differentiator is its strong commitment to environmental and social responsibility. Through its clean beauty campaign, the company has connected with like-minded consumers, fostering a positive brand image. Sustainability is at the core of Keina Beauty's mission, ensuring that the needs of the present generation are met without compromising the ability of future generations to meet their own. The brand seeks to balance economic and social development with environmental restoration through responsible resource use, investment strategies, and technological advancements.

In addition to sustainability, Keina Beauty prioritizes product safety, particularly for expectant mothers and children. Many skincare products contain harmful chemicals that can be unsafe for children, but Keina Beauty ensures its formulations are free from such risks. The company benefits from the expertise of one of its owners, a dermatologist who formulates products with a focus on safety and efficacy. Furthermore, Keina Beauty has a strong corporate social responsibility (CSR) initiative, collaborating with Yayasan Lindungi Hutan to allocate a portion of its profits toward tree-planting efforts in areas needing reforestation.

Weaknesses

Despite its strengths, Keina Beauty faces several internal challenges. As a relatively new brand in a highly

competitive Indonesian skincare market, gaining consumer trust can be difficult, and potential customers may hesitate before making a purchase. Another challenge is the inconsistency in branding; some consumers find it unclear what message Keina Beauty aims to convey, highlighting the need for stronger and more uniform brand communication. Additionally, consumer awareness and education about sustainability remain limited in Indonesia. To expand its target market, Keina Beauty must consistently educate consumers on the importance of sustainability and how its products align with these values.

Opportunities

Several external factors present opportunities for Keina Beauty. Growing consumer awareness of health and safety concerns has led to increased skepticism about chemical-based skincare products. With rising concerns over harmful ingredients, many consumers are shifting toward natural skincare solutions. Studies suggest that individuals who perceive environmental changes are more likely to adopt eco-conscious behaviors (N. Kim & Lee, 2023; Liang et al., 2024). This shift represents a significant opportunity for Keina Beauty, which specializes in natural ingredient-based skincare. Capitalizing on this trend by emphasizing its clean beauty ethos can help the brand attract more customers.

Expanding into international markets is another opportunity. With a growing interest in sustainable beauty worldwide, Keina Beauty has the potential to establish a global presence. Additionally, diversifying its product range to meet evolving customer needs can drive growth. Customer data plays a crucial role in this expansion, allowing the company to build lasting relationships and encourage repeat purchases once customers run out of their initial products.

Threats

Despite these opportunities, Keina Beauty faces several external threats. Consumer behavior is constantly evolving, making it challenging to predict changing preferences. The skincare industry is highly saturated, with thousands of brands competing worldwide. Differentiation in terms of price, product offerings, and supply chain efficiency remains a significant challenge. To stand out, Keina Beauty must ensure its unique value propositions are clearly communicated and consistently delivered.

Another potential threat is the availability of key ingredients. Since the brand relies on high-quality natural ingredients, any supply chain disruptions or shortages could impact production. Additionally, entering international markets comes with its own set of risks, including regulatory compliance, cultural differences, and logistical challenges.

Lastly, pricing may pose a challenge for some consumers. Keina Beauty's products are formulated with premium ingredients and high-quality packaging, leading to a higher price point. While this reflects the brand's commitment to quality, some consumers may opt for more affordable alternatives. Ensuring that customers understand the value behind the pricing will be crucial in maintaining a competitive advantage.

Cause-Effect Diagram

This report aims to analyze how to compete in the beauty industry through effective branding. One of the key challenges Keina Beauty faces is weak branding, which stems from several factors, including a lack of brand consistency.
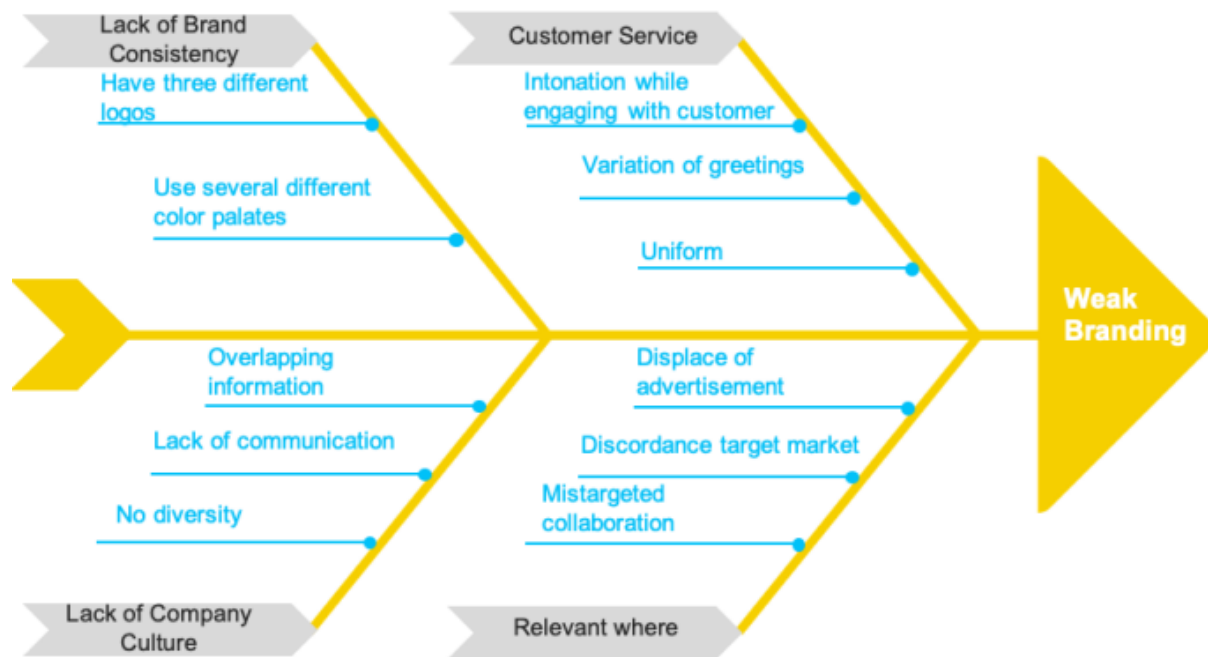
FIGURE 3. Fishbone Diagram

A strong brand requires harmony across all brand elements, and inconsistency can lead to a fragmented identity. One major issue is the frequent changes in the brand's logo. Currently, Keina Beauty has used three different logos at different stages. The first logo was featured on the bottle packaging, but during the soft launch, it was replaced with a second version. Recently, the logo was changed once again. This inconsistency creates confusion among consumers, as they encounter multiple logos and struggle to identify Keina Beauty's true brand identity.

FIGURE 4. Keina Beauty Logos

Another factor contributing to weak branding is the use of multiple, inconsistent color palettes. Keina Beauty's Instagram feed features a variety of colors, making it difficult to establish a clear brand identity. Without a consistent visual theme, it becomes challenging for consumers to instantly recognize the brand. Strong brand recognition should be built on even the smallest details, allowing customers to distinguish Keina Beauty at a glance. To ensure brand consistency, it is essential to clearly communicate brand goals to team members and reflect them across all online platforms, particularly on social media.
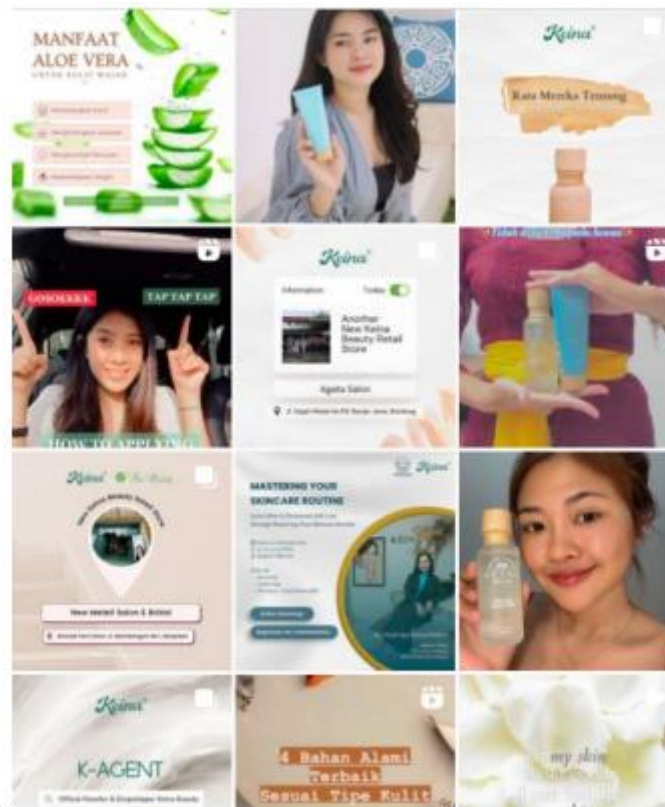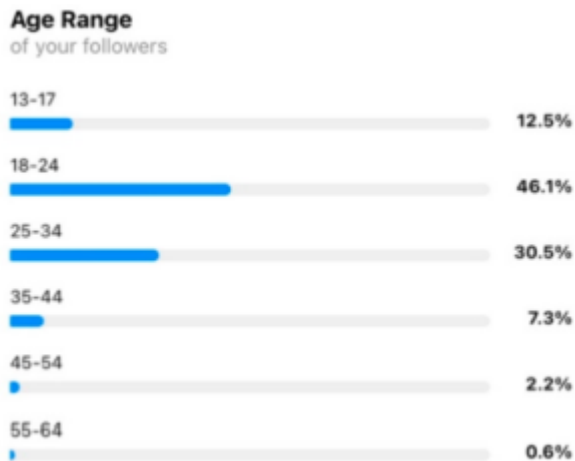
FIGURE 5. Keina Beauty Instagram Feeds

Customer service is essential to shaping a positive experience before and after purchase. At Keina Beauty, one area for improvement is the inconsistency in tone during interactions, as team members often reflect their personal branding. Adopting a cheerful yet soft standard tone could create a more cohesive customer experience. Greeting variations, such as *"Selamat datang di Keina Beauty* ("Welcome to Keina Beauty")*"* and *"Halo Kak, ada yang bisa kami bantu?* (Hi sis, how can we help you?") also affect brand consistency. While warmth is important, a uniform greeting would strengthen brand identity. Additionally, staff attire in offline stores lacks consistency— branded tops are provided, but black pants are self-supplied, resulting in varied styles. A standardized uniform would enhance professionalism and brand image.

A strong company culture shapes how employees and customers perceive the business and can be a competitive advantage. However, Keina Beauty faces challenges in this area, particularly in the flow of information. While an organizational structure is in place, employees often receive mixed messages due to a lack of clarity in decision-making. In some cases, top management provides information before a final decision has been made, leading to confusion. In other instances, decisions are revised due to reconsideration or insufficient initial analysis, further disrupting communication. This lack of clarity contributes to frequent miscommunication within the company. Employees may struggle to fully understand instructions, lack the confidence to seek clarification, or fail to pay close attention to important details.

To enhance its brand positioning, Keina Beauty needs to refine its branding strategy. A key challenge is the effectiveness of Instagram ads, which have underperformed due to a lack of customer behavior analysis. Identifying the right platforms and content types for the target audience requires strategic testing. Additionally, there is a misalignment between the target market (women 18–40) and the actual Instagram audience (mostly 18–24-year-olds). This indicates a need for better targeting. Influencer collaborations have also been less effective, as most influencers are young and unmarried, while Keina Beauty's products are suited for mothers and pregnant women. Future collaborations should focus on influencers that better align with this demographic.

Age Range
of your followers

Age	Percentage
13-17	12.5%
18-24	46.1%
25-34	30.5%
35-44	7.3%
45-54	2.2%
55-64	0.6%

FIGURE 6. Age Range of Followers

Discussion

Business Solutions and Strategic Approaches

To strengthen Keina Beauty's brand and safeguard it from substitute products, it is crucial to implement a comprehensive branding strategy. As identified in the Porter's Five Forces analysis, the threat of substitutes in the skincare industry is high, particularly with the emergence of new competitors. To mitigate this risk, Keina Beauty must focus on establishing a strong brand identity that differentiates it from competitors and fosters customer loyalty. A well-defined branding strategy will not only enhance the company's competitive positioning but also create a lasting impression on its target market.

Branding begins with a value check, ensuring that all aspects of the company's image align with its core values (Forbes Coaches Council, 2017). This includes evaluating website design, social media presence, and marketing materials to ensure consistency in messaging. A brand that authentically represents its values gains greater recognition and trust from consumers. Additionally, aligning branding efforts with the company's mission and vision enhances credibility, making it easier to connect with the right audience. The clearer and more consistent the branding message, the stronger its impact on consumer perception.

A strong digital presence is also essential for branding success, particularly through social media, podcasts, and other digital platforms (Ahmed et al., 2024). Leveraging these channels allows Keina Beauty to communicate directly with its audience, providing skincare tips, product demonstrations, and industry insights. This engagement fosters brand authority and builds trust among consumers. By actively participating in digital conversations, Keina Beauty can position itself as a valuable resource rather than just a product provider. This strategy not only increases visibility but also strengthens brand recall among potential customers.

Furthermore, improving organizational culture is a critical step toward brand development. A well-defined company culture ensures that internal teams are aligned with brand values, leading to consistent customer interactions. Additionally, targeting a specific market segment is necessary to refine marketing strategies and maximize engagement. Keina Beauty should focus on a niche audience, such as teenagers with sensitive skin, rather than attempting to appeal to a broad demographic. A well-defined target market enables the company to develop specialized products and marketing messages that resonate more effectively with consumers.

A crucial element of branding is delivering a brand-extended experience by offering value beyond the core product. Collaborations with companies that share a similar target audience can enhance brand exposure and credibility. Partnering with experts in skincare and sustainability can further strengthen brand positioning, providing customers with trusted recommendations. Instead of focusing solely on selling, Keina Beauty should emphasize customer benefits by offering well-researched content and interactive engagement. This approach fosters a loyal community of consumers who advocate for the brand.

Refining the Target Market for Keina Beauty

Despite implementing several branding strategies, Keina Beauty has not yet achieved optimal results due to misalignment with its target audience. Analyzing Instagram data reveals that the majority of Keina Beauty's followers are aged 18-24, categorizing them within Generation Z. This generation, raised in the digital age, relies heavily on online reviews, social media, and peer recommendations when selecting skincare products (Erwin et al., 2023). Their purchasing decisions are influenced by personalized skincare solutions that address specific concerns, emphasizing the need for tailored marketing strategies.

Additionally, Gen Z consumers in Indonesia are highly aware of environmental and sustainability issues, making eco-friendly products a significant selling point (Al-Ahmad Bit et al., 2022). A study conducted by

(Ramadhanti et al., 2024) revealed that a substantial portion of young consumers prioritize sustainability, associating environmental concerns with their purchasing decisions. Keina Beauty's commitment to natural and sustainable skincare aligns well with these values, offering an opportunity to reinforce its brand identity. By emphasizing environmentally friendly product formulations and ethical sourcing, the company can strengthen its appeal among this demographic (Fernandes et al., 2024; Madududu et al., 2024).

Understanding the skincare needs of Gen Z in tropical climates like Indonesia is also essential for product positioning. Research indicates that sensitive skin is a prevalent concern due to UV exposure, pollution, and humidity (Nobile et al., 2021). Skincare products containing harsh chemicals such as alcohol, parabens, and sulfates can exacerbate skin irritation (Kohli et al., 2024), making it imperative to highlight Keina Beauty's gentle, non-irritating formulations. Marketing efforts should focus on educating consumers about the benefits of Keina Beauty's ingredient choices and how they address specific skincare concerns.

Adjusting the Business Model Canvas for Market Success

To enhance market positioning and brand effectiveness, Keina Beauty has revised its Business Model Canvas, with key changes in several areas. The customer segment has been refined to focus on female teenagers and young mothers aged 18-34, particularly those who are social media-savvy and environmentally conscious. This shift allows for more targeted marketing strategies that directly engage consumers who are likely to resonate with Keina Beauty's values and product offerings. Customer relationships will be strengthened by incorporating initiatives such as exclusive community engagement, loyalty rewards, and personalized skincare consultations. Offering free samples and souvenirs as part of customer appreciation efforts can further enhance loyalty and encourage repeat purchases. Expanding communication channels is also essential, with an emphasis on email marketing and offline engagement through brand representatives and sales promotions. Keina Beauty's value proposition has been refined to emphasize its suitability for sensitive skin, ensuring that messaging aligns with consumer concerns. Additionally, the company will pursue strategic alliances with complementary brands and influencers to extend its market reach (Cartwright et al., 2022). These partnerships will allow Keina Beauty to leverage established networks, expand into new customer bases, and enhance its overall brand credibility. By implementing these adjustments, Keina Beauty is better positioned to meet the needs of its target audience and strengthen its market presence.

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIP	CUSTOMER SEGMENTS
1. Factory (Maklon) 2. Delivery (JNT Express and JNE) 3. Packaging 4. Business Partners (Toko Dapurku, BPR Lestari, Sendiri Coffee, Puri Lash, Rent Ganindra Toys, Klein Mooi Plant, Bebek Timbungan, Meat Processing Favorite, Thankyou Salad, and Meeruu) 5. Bank 6. Investor 7. Government	1. Advertising 2. Customer Service 3. Product Delivery 4. Marketing via WA broadcasts/status 5. Social Media 6. Production 7. Sales 8. Strategic alliances **KEY RESOURCES** 1. Physical: buildings distribution networks. 2. Intellectuals: brands, specialist knowledge, patents and copyrights. 3. Professional employees 4. IG advertising accounts, Advertisers, CS, Customer data, operational procedures.	1. Without dangerous chemicals 2. Profit allocation to plant a tree 3. Eco friendly packaging 4. Brightening skin 5. Save for sensitive skin 6. Anti irritation 7. Clean beauty	1. Membership 2. Customer Service 3. Discount 4. Giving a greeting card for every purchase 5. Give free souvenir for member 6. Form a community **CHANNELS** 1. Instagram 2. Offline stores 3. Website 4. WhatsApp 5. Ecommerce (Shopee and Tokopedia) 6. Email 7. Sales person	1. Demographic: Female age 18-34 2. Geographic: Teenagers and mothers in Denpasar (city) area 3. Psychographic: Teenagers and mothers who are experienced sensitive skin, who are actively using social media and care about environment.
COST STRUCTURE Advertising expenditures, business operational costs (such as energy, domain and hosting, packing supplies, office supplies and equipment, and so on), salaries, meals, and bonuses.			**REVENUE STREAMS** Sales Reseller Drop shipper	

FIGURE 7. New Business Model Canvas

CONCLUSIONS AND SUGGESTION
Conclusions
Based on the analysis conducted using PESTLE, Porter's Five Forces, Value Chain, SWOT, Cause and Effect Diagram, and Business Model Canvas, it is evident that Keina Beauty needs to refine its customer segments to strengthen its brand and remain competitive in the beauty industry. With the abundance of skincare products in Indonesia, differentiation is essential, and Keina Beauty must enhance its branding efforts to stand out. The existing Business Model Canvas requires modification, as outlined in Chapter 3, to better align with the company's strategic goals. To resolve current branding inconsistencies, the company should adopt a standardized logo, unify packaging, and align visual identity across all platforms.

Suggestion

To support this transformation, Keina Beauty should focus on establishing a unified brand identity by maintaining a single logo, color palette, and packaging design to ensure consistency and avoid customer confusion. Strengthening online marketing efforts through Facebook and Instagram ads, as well as collaborations with influencers, can enhance brand awareness and reach a wider audience. Interactive online events such as giveaways, beauty talks, and live product demonstrations can further engage customers and foster loyalty.

Developing clear Standard Operating Procedures (SOPs) for sales promotions and membership programs will ensure seamless communication and a better customer experience. Additionally, introducing personalized thank-you cards, welcome kits, and exclusive membership benefits can help increase customer retention and build brand prestige.

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