



## **Brand attachment in mediating of customer experience, hedonic value, and personalized experience on customer retention**

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### **ABSTRACT**

*This study explores the influence of customer experience, hedonic value, and personalized experience on customer retention, with brand attachment as a mediating variable among skincare consumers. Amid the highly competitive skincare market in Indonesia, the research emphasizes the importance of cultivating meaningful experiences and personal connections to sustain loyalty. A survey-based quantitative approach and structural equation modeling were employed to test the hypothesized relationships. The findings reveal that customer experience, hedonic value, and personalized experience significantly enhance brand attachment, which in turn fosters stronger retention. These results highlight the pivotal role of emotional bonds in driving consumer loyalty. The study contributes to the marketing literature by integrating experiential and psychological factors into retention models. It offers practical insights for skincare firms to develop strategies that reinforce brand attachment and encourage long-term customer commitment.*

**Keywords:** Customer Experience, Hedonic Value, Personalized Experience, Brand Attachment, Customer Retention

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**Abstrak**

Penelitian ini mengkaji pengaruh customer experience, hedonic value, dan personalized experience terhadap customer retention dengan brand attachment sebagai variabel mediasi pada konsumen skincare. Dalam persaingan industri skincare yang semakin ketat di Indonesia, penelitian ini menekankan pentingnya membangun pengalaman yang bermakna serta hubungan personal untuk menjaga loyalitas pelanggan. Pendekatan kuantitatif berbasis survei dengan analisis model persamaan struktural digunakan untuk menguji hubungan antarvariabel. Hasil penelitian menunjukkan bahwa customer experience, hedonic value, dan personalized experience berkontribusi signifikan terhadap brand attachment, yang selanjutnya mendorong peningkatan customer retention. Temuan ini menegaskan peran ikatan emosional dalam memperkuat loyalitas konsumen. Penelitian ini memberikan kontribusi teoretis dengan mengintegrasikan faktor pengalaman dan psikologis dalam model retensi, sekaligus menawarkan implikasi praktis bagi perusahaan skincare untuk merancang strategi yang memperkuat keterikatan merek dan mendorong komitmen jangka panjang pelanggan.

**Kata Kunci:** *Customer experience, hedonic value, personalized experience, brand attachment, customer retention*

## 1. Introduction

In recent years, the global Beauty and Personal Care (BPC) industry has experienced significant growth, driven by rising awareness of skin health and the rapid expansion of digital platforms. According to a report by Meiyume (2024), the Indonesian BPC market is currently valued at around USD 3.2 billion. It is projected to reach USD 5.5 billion by 2028, with skincare accounting for the largest segment, contributing USD 2 billion. This growth reflects the increasing interest of young consumers, who are heavily influenced by social media exposure, influencer marketing, and easier access to e-commerce. However, behind these promising opportunities, customer retention remains a crucial challenge in a highly competitive market.

S skincare, one of the most popular skincare brands in Indonesia, has gained significant attention since its launch in 2021, driven by viral products such as the “5X Ceramide” moisturizer. Backed by a massive digital campaign, “S” skincare has successfully attracted new customers and dominated sales on online platforms, particularly Shopee, which accounted for 89.2% of the market share in 2024, according to Kompas.co.id (2024). However, high sales figures do not always guarantee repeat purchases, as many consumers are easily influenced by trends, social media reviews, or the urge to try new brands. This situation underscores the need for strategies that emphasize emotional engagement and memorable consumer experiences, beyond just product functionality.

Previous research confirms that customer experience plays a vital role in shaping consumer loyalty through sensory, emotional, and cognitive interactions with brands (Schmitt, 1999). Research by Salomo et al. (2024) also concludes that customer experience, built on emotional interactions and alignment with consumer needs, plays a vital role in driving loyalty. In addition, hedonic value, namely the emotional pleasure and self-satisfaction derived from consumption, encourages consumers, especially the younger segment, to repurchase skincare products (Arnold & Reynolds, 2003). Furthermore, personalized experiences are becoming increasingly relevant in the digital age, when consumers expect brands to understand their skin conditions and lifestyle preferences (Obiegbu & Larsen, 2024). These three dimensions have the

potential to shape brand attachment, which is defined as consumers' emotional bond with a brand characterized by affection, attachment, and passion (Thomson et al., 2005). Strong brand attachment is essential for building long-term retention, especially in industries that require continuous product use, such as skincare.

Although international studies by Tyrväinen et al. (2020) and Fan et al. (2023) have examined hedonistic motivation and personalization in the contexts of tourism and retail, research on the mediating role of brand attachment in the Indonesian skincare industry remains limited. Domestic studies, such as Wijaya (2020), emphasize the role of customer experience in building loyalty but have not explored personalization as a determining factor. Meanwhile, Khan et al. (2020) examined brand attachment in the context of online shopping but did not specifically test the mediating role in beauty brands. This research gap highlights the need for studies focusing on how emotion- and experience-based strategies influence customer retention in the Indonesian skincare sector.

This study aims to analyze the influence of customer experience, hedonic value, and personalized experience on customer retention with brand attachment as a mediating variable among “S” skincare consumers in Greater Jakarta. The theoretical contribution of this study is to expand the marketing literature related to consumer psychological processes in the skincare industry. From a practical perspective, the results of this study are expected to provide companies with strategic insights on how to strengthen emotional connections and personalize offerings to increase long-term loyalty amid intense market competition.

## **2. Literature review**

### *Customer experience on customer retention*

Customer experience is the subjective response of customers to interactions with companies at various points of contact (Gahler et al., 2023). This experience includes emotional, rational, and social impressions that shape perceptions of the brand. According to Schmitt (1999), customer experience reflects the overall impression formed before, during, and after purchase, and plays an important role in building customer loyalty. Customer retention refers to efforts to keep customers loyal and prevent them from switching to competitors (Kotler et al., 2021, p. 446). This strategy is more efficient and profitable than attracting new customers. Sopiyan (2021) adds that retention can be improved through consistent relationships and positive experiences that encourage repeat purchases.

Lampus et al. (2024) found that positive customer experience with digital transportation services in Manado increased customers' tendency to continue using the service and repurchase. Conversely, Dwi et al. (2024) found that this effect was insignificant in air cargo export services in Jakarta, indicating that positive experience alone is not enough to retain customers without other supporting factors.

**H1.** Customer experience positively affects customer retention rates.

### *Hedonic value on customer retention*

Hedonic value is the emotional value that consumers derive from an enjoyable shopping experience (Evelina et al., 2020). This value arises from sensations, pleasure, and personal satisfaction during consumption. Emphasize that this value stems from emotional motivation

when shopping, not just about purchasing, but about enjoying the experience. In Effendi et al. (2020), hedonic value refers to the emotional value that makes shopping an activity consumers view as a source of pleasure, new experiences, and entertainment. Evelina (2022) shows that hedonic value, which provides emotional pleasure and comfort during purchase, increases customers' tendency to continue using a product. Laksana et al. (2025) also found that aspects of adventure, social interaction, and emotional satisfaction create positive experiences that strengthen commitment, confirming that hedonic value is a strategic element in maintaining customer loyalty.

**H2.** Hedonic value positively affects customer retention rates.

#### *Personalized experience on customer retention*

A personalized experience is tailored to individual needs and preferences (Zhao et al., 2025). Personalization in digital marketing is achieved through recommendations of relevant content or products. Obiegbu & Larsen (2024) state that personalization forms an emotional connection, as the brand is perceived to understand consumers on a personal level, thereby increasing relevance and closeness. Celestin et al. (2024) show that personalized experiences can increase customer retention by up to 15% through the use of data, AI, and CRM. When customers feel understood, long-term loyalty is easier to achieve. In line with Khemka (2024), personalization through relevant content, targeted offers, and customized communication strengthens emotional attachment, encourages repeat purchases, and maintains customer retention.

**H3.** Personalized experiences positively affect customer retention rates.

#### *Customer experience on brand attachment*

Brand attachment is an emotional bond formed between consumers and brands due to the personal meaning they feel towards the brand (Gokarna, 2021). According to cc, this attachment consists of three main dimensions, namely affection, connection, and passion, which strengthen loyalty and make the brand part of the consumer's identity. In addition, researchers Faruqi et al. (2024) concluded that brand attachment is a psychological variable that indicates an effective relationship in building consumer interest in a brand through emotional bonds. Ahmed et al. (2024) show that positive customer experiences form strong emotional bonds with brands, creating associations ranging from personal memories to self-identity. Hongsuchon et al. (2023) emphasize that enjoyable and relevant interactions strengthen consumer-brand relationships, forming the foundation for long-term engagement.

**H4.** Customer experience positively affects brand attachment.

#### *Hedonic value on brand attachment*

Nurcahyani & Trifiyanto (2023) found that hedonic value shapes brand attachment, as evidenced by BTS fans who experience emotional pleasure when buying merchandise, thereby developing a closer relationship with the brand. Anandya (2023) also showed that emotional satisfaction from shopping strengthens brand attachment, with higher hedonic value associated with stronger attachment. Fernando & Ranasinghe (2020) found that personalized experiences form strong brand attachment, as consumers' active involvement in personalization fosters

emotional bonds with the brand. In line with Tran et al. (2023), personalized social media advertisements based on online activities create relevant and meaningful brand experiences, thereby strengthening emotional connection and brand attachment.

**H5.** *Hedonic value positively affects brand attachment.*

**H6.** *Personalized experiences positively affect brand attachment.*

#### *Brand attachment on customer retention*

Ahmad & Akbar (2023) found that brand attachment drives customer retention by fostering attitudinal and behavioral loyalty, with strong emotional attachment strengthening long-term relationships and repeat purchases. In line with Ghorbanzadeh & Rahehagh (2021), emotional brand attachment serves as a bridge to brand love, a strong predictor of loyalty that contributes to customer retention. Suriانشa et al. (2024) found that positive customer experience, including emotional, cognitive, and social aspects, strengthens customers' intention to continue using a product or service. Stefany et al. (2021) confirmed that brand experience influences loyalty with brand attachment as a partial mediator. These two findings show that positive experiences not only increase direct loyalty but also form emotional bonds that support long-term customer retention.

**H7.** Brand attachment positively affects customer retention rates.

**H8.** Customer experience positively affects customer retention through brand attachment.

#### *Hedonic value on customer retention through brand attachment*

Yusnara & Soepatini (2023) found that the hedonic value of emotional pleasure when shopping drives loyalty and increases customer retention. Pandowo et al. (2023) confirmed that, although it does not always have a direct effect, hedonic value fosters brand attachment, which in turn retains customers. Both findings indicate that brand attachment is an important link between emotional pleasure and the sustainability of the brand relationship. Ahmad & Akbar (2023) show that personalized experiences tailored to consumer needs foster brand attachment, which in turn drives customer retention. Brand attachment becomes an important link between personalized service and loyalty, strengthening consumers' tendency to continue choosing that brand.

**H9.** Hedonic value positively affects customer retention through brand attachment.

**H10.** Personalized experiences positively affect customer retention through brand attachment.

### **3. Methods**

#### *Sample and procedure*

The research population consists of consumers who are aware of and have purchased "S" skincare products, with the exact size of the population unknown. The sampling technique used is purposive sampling, a nonprobability sampling method that selects respondents based on specific criteria (Hendryadi et al., 2025). The sample size was determined using Cochran's formula for populations of unknown size. The requirements for respondents included: (1) being aware of the "S" skincare brand, and (2) having purchased and used "S" skincare products at least twice. The data were analyzed using outer and inner models in SmartPLS 4.0.

### *Measurement*

Customer experience variables are measured using indicators adapted from Schmitt (1999) and Gahler et al. (2023), with a Likert scale ranging from 1 = "strongly disagree" to 6 = "strongly agree." Example statement: "I find my experience using 'S' skincare products enjoyable." The hedonic value variable is measured using indicators from Arnold & Reynolds (2003), used by Evelina et al. (2020) on the same scale. Example statement: "I feel happy when buying and using 'S' skincare products." The personalized experience variable was measured using indicators from Obiegbu & Larsen (2024) and Zhao et al. (2025) with the same scale. Example statement: "S" skincare products suit my needs and preferences." The brand attachment variable was measured using indicators developed by Thomson et al. (2005) with the same scale. Example statement: "I feel emotionally attached to the 'S' skincare brand." The customer retention variable is measured using indicators from Kotler et al. (2021) and Sopiyan (2021) on the same scale. Example statement: "I will continue to use 'S' skincare products in the future."

### *Data analysis technique*

The analysis technique used in this study is Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach, implemented in SmartPLS 4.0. This method was chosen because it can test the measurement and structural models simultaneously and is suitable for analyzing complex relationships involving mediating variables. Outer model testing was conducted through convergent validity, discriminant validity, Average Variance Extracted (AVE) values, construct reliability using Composite Reliability and Cronbach's Alpha, and multicollinearity testing using Variance Inflation Factor (VIF) on formative constructs (Hair et al., 2017). Inner model testing includes evaluating the Standardized Root Mean Square Residual (SRMR) as a measure of model fit, the coefficient of determination (R-square), and path coefficient analysis to test direct and indirect hypotheses. The mediating role is tested using the bootstrapping approach.

## **4. Results and discussion**

### *Outer model evaluation*

Convergent validity testing was measured using SmartPLS 4.0. Outer loadings were considered valid if their validity values were equal to or greater than 0.70 (Hair et al., 2017:127). Convergent validity was assessed using Average Variance Extracted (AVE), which is the proportion of indicator variance explained by the construct. An AVE value  $\geq 0.5$  indicates that the indicator adequately represents the construct (Hair et al., 2017:327). Composite reliability is a measure that assesses the consistency of indicators in reflecting the research construct. Composite reliability is acceptable if the value is  $> 0.7$ , which is the threshold for a construct to be considered reliable. A value between 0.6 and 0.7 is sufficient for exploratory research (Hair et al., 2017:329). Cronbach's Alpha is used to test the internal consistency of indicators within a construct. A construct is considered reliable if the Cronbach's Alpha value is greater than 0.7. The following presents the loading factor, composite reliability, Cronbach's Alpha, and AVE values for each indicator in the research variable:

**Table 1.** Outer model test results

Variable	Indicator	Loading Factor	CR	CA	AVE
Customer Experience	CE01	0.780	0.864	0.804	0.560
	CE02	0.768			
	CE03	0.722			
	CE04	0.717			
	CE05	0.755			
Hedonic Value	HV01	0.818	0.852	0.740	0.658
	HV02	0.781			
	HV03	0.833			
Personalized Experience	PE01	0.796	0.882	0.821	0.651
	PE02	0.832			
	PE03	0.758			
	PE04	0.840			
Customer Retention	RT01	0.857	0.927	0.902	0.718
	RT02	0.853			
	RT03	0.864			
	RT04	0.829			
	RT05	0.832			
Brand Attachment	BA01	0.795	0.895	0.854	0.632
	BA02	0.786			
	BA03	0.830			
	BA04	0.795			
	BA05	0.766			

Source: Primary data (2025)

The results of data processing using SmartPLS in the Table show that all indicator variables have loading factor values above 0.70, indicating they are valid. All variables also have composite reliability values above 0.70, which means the research instrument is reliable. The Cronbach's Alpha values for each variable also exceed 0.70, indicating good internal consistency. In addition, the AVE values for all constructs exceed 0.50, indicating that the indicators accurately represent their constructs.

#### *Inner model testing*

The structure of the relationship between variables in PLS-SEM depicts the theoretical relationships among latent constructs in a model. These relationships are displayed as paths that represent the direction and magnitude of the influence of one variable on other constructs (Hair et al., 2017:343). An SRMR value of  $0.051 < 0.08$  indicates that the model meets the criteria for good fit and is free from specification errors. The R-Square result shows that the Customer Retention variable is explained by 74.4% by Customer Experience, Hedonic Value, Personalized Experience, and Brand Attachment. In comparison, the remaining 25.6% is influenced by other factors outside the model. Meanwhile, Brand Attachment has an R-Square value of 0.731, indicating that 73.1% of its variance is explained by exogenous variables, with the remaining 26.9% attributable to other external factors.



**Table 2.** *Path coefficient results*

Hypothesis	T-Statistics	P-Value	Original Sample	Conclusion
H1	3.131	0.002	0.153	Significant
H2	3.208	0.001	0.158	Significant
H3	2.968	0.003	0.158	Significant
H4	4.020	0.000	0.188	Significant
H5	4.992	0.000	0.233	Significant
H6	10.010	0.000	0.518	Significant
H7	8.259	0.000	0.464	Significant
H8	3.474	0.001	0.087	Significant
H9	4.413	0.000	0.108	Significant
H10	6.303	0.000	0.240	Significant

Source: primary data

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Structural model analysis was conducted using path coefficients, which assess the connections between latent variables in the inner model. This study used a significance level of 5%, with the criterion that a relationship is considered significant if the t-statistic exceeds 1.65 and the p-value is less than 0.05. Conversely, if the results do not meet these limits, the relationship between variables is considered insignificant.

### *Discussion*

The findings of this study indicate that customer experience significantly influences customer retention. A better experience increases the likelihood that customers will remain loyal to “S” skincare products. This is consistent with Lampus et al. (2024), who emphasize customer experience as a crucial factor in maintaining loyalty. However, it contrasts with the findings of Dwi et al. (2024), who argue that customer experience does not directly impact retention. This discrepancy may result from differences in industry context, respondent characteristics, and unsatisfactory customer experiences that can discourage repeat purchases.

The results demonstrate that hedonic value significantly affects customer retention. Specifically, the positive experiences and emotional satisfaction derived from using “S” skincare products encourage customer loyalty. This finding aligns with the work of Evelina (2022) and Laksana et al. (2025), who highlight the importance of hedonic factors, such as pleasure and gratification during shopping, in fostering loyalty. Thus, consumer enjoyment is a key factor in retaining customers.

Additionally, the study finds that personalized experiences significantly impact customer retention. When customers perceive that products and services are tailored to their



preferences, their loyalty tends to increase, prompting them to continue using “S” skincare products. These results are consistent with Celestin et al. (2024) and Khemka (2024), who confirm that personalized experiences enhance customer satisfaction and emotional attachment, contributing to long-term relationships with the brand.

Furthermore, the research shows a significant effect of customer experience on brand attachment. Positive customer experiences have proven to foster strong emotional bonds with “S” skincare products. This indicates that customer experience goes beyond functional satisfaction and plays a vital role in establishing deep emotional connections with the brand. These findings support the assertions of Ahmed et al. (2024) and Hongsuchon et al. (2023), who emphasize that customer experiences can strengthen emotional bonds and create a sense of identity with the brand. Thus, customer experience is a fundamental foundation for establishing sustainable brand attachment.

The results also indicate that hedonic value significantly influences brand attachment. The greater the pleasure, satisfaction, and emotional enjoyment consumers feel when using “S” skincare products, the stronger their emotional attachment to the brand becomes. This confirms that hedonic value not only offers enjoyment but also fosters a sense of belonging, deepening the consumer's connection to the brand. These results align with those of Nurcahyani & Trifiyanto (2023) and Anandya (2023), who found that emotional pleasure during shopping enhances consumers' closeness to and psychological attachment to the brand. Therefore, hedonic value is a primary driver of brand attachment.

Additionally, the study finds that personalized experiences significantly affect brand attachment. Personalization that aligns with customer preferences and needs not only increases satisfaction but also enhances emotional attachment to the brand. When consumers feel that products or services have been specifically designed for them, a sense of closeness is fostered, encouraging the development of long-term relationships with the brand. These findings are consistent with those of Fernando & Ranasinghe (2020) and Tran et al. (2023), who confirm that personalization can create relevant and meaningful experiences, ultimately strengthening brand attachment.

Moreover, the findings prove that brand attachment significantly enhances customer retention. The stronger the emotional attachment customers have to “S” skincare products, the more likely they are to continue using these products. This emotional bond creates loyalty and reduces the likelihood of switching to other brands. These findings are supported by Ahmad & Akbar (2023) and Ghorbanzadeh & Rahehagh (2021), who emphasize that brand attachment serves as an essential emotional bridge in forming loyalty, thus supporting the sustainability of customer relationships with the brand.

The study also demonstrates that customer experience has an indirect effect on customer retention through brand attachment. Positive customer experiences can foster an emotional connection to the brand, ultimately increasing the likelihood of retention. This underscores the importance of pleasant experiences not only in creating customer satisfaction but also in strengthening loyalty through emotional bonds. Research by Suriansha et al. (2024) and Stefany et al. (2021) further supports the notion that good customer experiences can sustain retention by building emotional closeness to the brand. Finally, the findings indicate that hedonic value has an indirect effect on customer retention through brand attachment. The emotional pleasure and satisfaction customers experience contribute to their ongoing loyalty.

## 5. Conclusion

The results of the study show that customer experience, hedonic value, and personalized experience directly and indirectly influence customer retention through brand attachment. Pleasant experiences, emotional satisfaction, and personalization encourage the formation of strong emotional bonds with the brand, leading customers to continue using “S” skincare products. These findings emphasize the importance of creating positive experiences that align with individual preferences to strengthen customer loyalty. Brand attachment has been proven to be a key factor in increasing retention, as consumers who feel emotionally connected are less likely to switch brands. The combination of personal experience and emotional attachment creates long-term loyalty. This study emphasizes the importance of consumers considering their overall experience, satisfaction, and how well a product meets their personal needs before making a purchase. For companies, enhance meaningful, personalized interactions, maximize strategies for customized experiences, and provide programs or promotions to improve customer retention. Future researchers may delve deeper into the emotional indicators and consumer identity to better understand loyalty behaviors. This study has some limitations, including its focus on a single product in a specific region, a predominantly young and digital respondent profile, and an online data collection method conducted over a limited timeframe.

This study has several limitations. First, data collection was cross-sectional and limited to “S” skincare consumers in the Greater Jakarta area, so the results cannot be generalized to a broader population. Second, using an online questionnaire may lead to response bias. Third, the focus on a single brand means that the findings may not necessarily apply to other skincare brands. Given these limitations, future research should adopt a longitudinal design, involve a more diverse group of respondents, and compare multiple brands. Additionally, including moderating variables, such as demographic factors and digital engagement, could enhance our understanding of consumer retention strategies.

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