Pond's Brand Community Potentials Among High School Female Students in Bandung

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Abstract

Community based marketing becomes an effective approach that can give significant benefits for the practicing company. Accordingly, analysis on brand community potential for a particular brand becomes a very interesting topic to be researched. In this project, a study on female high-school-students was done to analyze the opportunity of Pond's brand to build brand community among this target market in Bandung. The finding shows that the chance for Pond's to develop brand community in Bandung is high. Most respondents embrace similar value with regards to beauty and socialization. Most of them also want to join the brand community. They also give very positive answer about the overall perception about Pond's that indicates that they have positive attitude toward the product. However, there are significant numbers who refuse to be a member of Pond's brand community. Cross-tabulation analysis is conducted to determine significant factor that differentiate between the two groups of students.

Keywords: Pond's, Brand community, beauty, value, Bandung

1. Background

The history of Pond's Cream started in The United States when a scientist, Theron T. Pond, in 1846 found the first ingredients of this product. During its first appearance in the market, Pond's was known as a medicine since it was made by extracting a healing tea from witch hazel. Nowadays, it is famous as a brand of skin care product for women. Pond's already become the leader and one of the largest face care product in Indonesia. Based on the research done by Spire Research and Consulting in year 2007.

Pond's that was introduced in Indonesia in 1933 have the largest market share from all beauty products in the country, approximately 18% from the total market share. The target markets of Ponds are women from all range of ages. Pond's provide various beauty care product like moisturizer and cleanser for many skin varieties.

The company keeps trying to inform and remind their customer about the existence of the product in the market. Until now, Pond's already launched so many advertising, both in electronic media and printed media, for every single product that they have. In every promotional strategy that they made, they always try to make sure that the company's message about beauty can create similar perception among their customer, in which beauty means white skin.[1]

Pond's management also fully understands about the importance to build relationship with their customer. They focus not only to sell their product, but they also create many events that will give the customer deeper understanding about the product. They want to make their customer not only buy their product, but also to interact with them in order to make closer relationship with their customers. Example of events/activations that already done by Pond's until now are Pond's Miracle Lab, Pond's White Class, Pond's Beauty-logy, and Pond's Dream Access.

Nowadays, many companies are trying a new approach in brand building, known as the community-based marketing. Companies manage to get their brands into a particular community and encourage the community to participate in building the brands. Community itself is defined as a social group of organism sharing environment, normally with shared interest. In human communities, intent, belief, resources, preferences, needs, risks, and a number of other condition may be present and common, affecting the identity of the participant and their degree of cohesiveness. When a brand successfully becomes an important part of a community, the company can create and develop incredible rapport with the member of the community. The member of the community will also have some sense of belonging to a brand. In other words, it can be argued that community based marketing is an easier way to develop customer loyalty for a brand.

Community based marketing can be made under two conditions. First, the company already has some customers who regularly consume a brand and possess some knowledge about the brand. Second, the brand conveys some sets of values that are aligned with customers' values.

2. Theoretical Foundation

2.1 Brand and Consumer

Brand has been defined differently in literature. One definition comes from the *American Marketing Association* that describes brand as a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from

[1] The marketing communication is consistently endorsed by actresses with bright and white skins

those of competitors. The initial identity attached in a brand is developed by the company as the brand originator. But, the overall identity of the brand is made by the entire stakeholders (company, supplier, and supplementary). Even though the identity of a brand built by the entire stakeholder, we can focus it only from two key perspectives, from management's point of view and from customer's point of view, which is the most important aspect in the development of brand identity. The brand identity, which communicated by the brand originator in the company, must be aligned with the brand meaning drawn from the customer's environment. Nowadays, brand becomes incorporated into the customer's self identity and has a prominent role in defining and communicating complicated and important identity project to others (Schau and Gilly, 2003). In consumer society, brand becomes part of non-verbal language of social identity because the consumer's consumption is routinely implicated and connected with the identity (Patterson and O'Malley, 2002). In a nutshell, brand is becoming part of customer's life.

There are many advantages that the company can get from relationship between brand and customers. First, it can trigger customer for repeat purchase. Consumers that have tight relationship with a brand usually become more loyal than other consumers. One result of the consumer loyalty is the repeat purchase. Another advantage is consumers' assistance in promotional efforts. The consumers help communicating company's messages through the power of words of mouth (WOM) communication. They convey about benefit of the product by sharing their opinion and experience to other people around them. The sense of belonging resulted from the close interaction with the brand also make consumer less sensitive to a product's price. It will enable company to put premium price that will be still accepted by its consumer. This is also an advantage of making close relationship between brand and consumers.

Brand personalities are the consumer emotional response to a brand through which brand attributes are personified and used to differentiate between competing offerings. According to Aaker (1997), brand personalities also contribute to brand equity by helping to foster relationship between the consumer and the brand. The creation of brand personalities can be analyzed with Goodyear Model by McEnally and de Chernatony (1999). As seen in Figure 1, it consists of 6 stages, the first four stages are still part of classical marketing when the company only focused on the character and the personality of brand, The last two stages of the branding process are part of the post modern marketing because it is concern about both the consumer and management perspective about a brand.

Stage of Branding	Time	Type of Value
Stage 6 Brand as policy		
Stage 5 Brand as company		Terminal
Stage 4 Brand as icon		Symbolic
Stage 3 Brand as personality		
Stage 2 Brand as reference		
Stage 1 Unbranded	Time = 0	Instrumental

'Figure 1. Illustration of brand development process Adopted from McEnally and de Chernatony (1999)

The first stage of the model is unbranded goods. In this stage, company hasn't given any brand name to the product they sell and they treat the product as commodity goods. Consumer hardly has any brand knowledge of the product, and brand equity does not exist yet in this step. The next step of the branding process is the brand as reference. In this step, the management focuses on the development of competitive market forces product manufactures to differentiate their good from other. Company start to

use brand name with purpose only for product identification. The consumers have knowledge in the product related information and they start to linking various brand nodes to the product category in memory and expanding the network associated with each brand (McEnally and de Chernatony, 1999).The third stage is brand as personality. In this stage, consumers are faced with variety of brands that give functional promises to them. Consumers start to select brand personalities consonant with the emotional value of brand and target consumer's lifestyle. The values of the brand change from instrumental to symbolic and facilitate expression of self and help people represent their past history (McEnally and de Chernatony, 1999). Further development of brand personality is brand as icon. In this step, customers are attracted with the meaning of brand since it can be used to stand for something they value (Hayes et al., 2006). Consumers progressively own the brand and use its symbolic benefits. Usually this is happened as the result of the management's extensive and continued use of consistent brand value for long period.

The interaction with a particular brand experienced by many consumers. Each of them has their own relationship with the brand as illustrated in Figure 2. This type of interaction exists in many consumers as seen in Figure 3. The role of companies is to create communication between consumers so that they can share values and experiences which become a foundation to create brand community as seen in Figure 4 (Cova and Pace, 2006; Jevons et al., 2005).

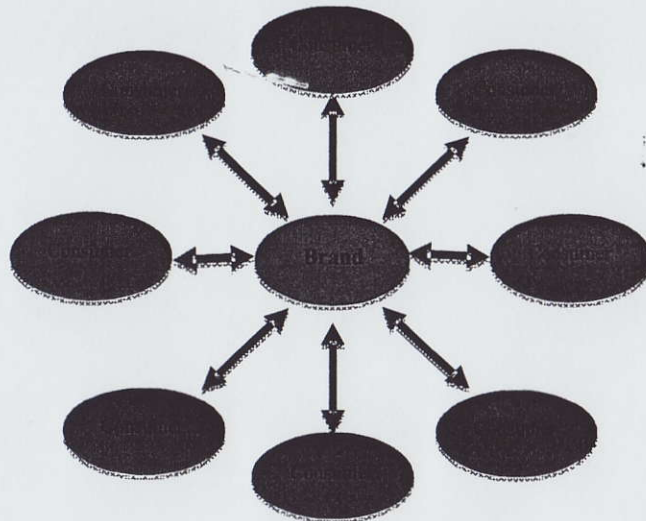Figure 2. Illustration of an interaction between a consumer and a brand

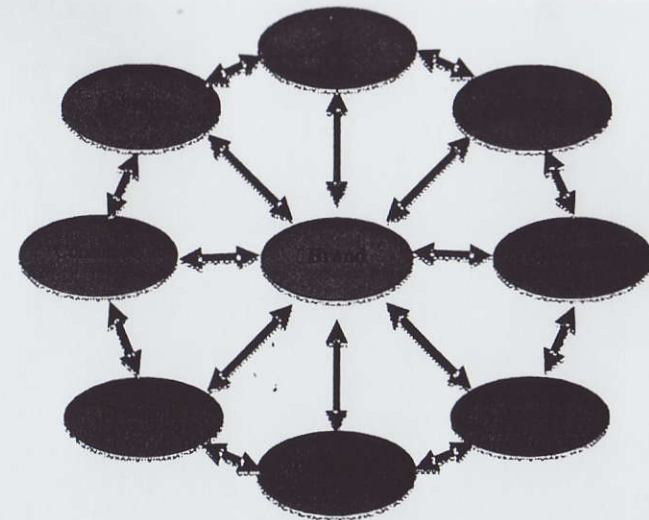Figure 3. Illustration of multiple brand-consumer interactions

Figure 4. Illustration of a brand community formation

2.2 Brand Community Development

Community is made up of some entities and the relationship among them. Community tend to be identified on the basis of commonality or identification among their member, whether a neighborhood, an occupation, a leisure pursuit, or devotion to a brand. Through community, people share essential resources that may be cognitive, emotional, or material in nature (McAlexander et al., 2002). People gathered in the same community based on the same value and belief that they have toward something that they love. They share something in common together with other member of the community. By sharing comments, member feels more secure in their understanding that there are other like-minded people in the world (Davidson et al., 2007).

Muniz Jr. and Schau (2007) mentioned four characteristics of brand that become the key factors in the brand community development as follows:

1. Well-defined brand image: Consumer tends to form a relationship with strong and well-defined brand image. A well-defined brand image can be established by developing clear branding strategies and communication plan to the target market that matches the brand.
2. Expressive hedonic culture: Brand communities have been shown to form more readily around brands that are rich in expressiveness and hedonic qualities.
3. Rich and lengthy history: Brands that have long history, usually already considered to have more stable quality.
4. Publicly consumed: If the brands are publicly consumed by people in a certain group, it can be used as a tool to interact with each other. The consumer will have something in common related to be talked about and therefore will support the brand-consumer relationship formation.

Brand community is a specialized, non-geographically bound community, based on a structured set of social relations among admirers of a brand (McAlexander *et al.*, 2003; McAlexander *et al.*, 2002). Brand community builds commitments to the brand and the community in the absence of corporate advertising and promotion. Member of brand community are quite active in promoting the existence of the brand that they love. Brand community can lead to formation of vigilante marketing, i.e. unpaid advertising and marketing efforts, including one to one, one to many, and many to many commercially oriented communications undertaken by brand loyalist on behalf of the brand. Usually, the most effective and efficient way in promote the brand through vigilante marketing is by WOM (Word of Mouth).

Goodyear Model is a model that supports the brand community concept. In stage 5 and 6 of the model, consumer plays crucial roles in the branding process. Relationship marketing is formed in those stages to build long term, mutually satisfying relations with the customers, suppliers, and distributors with the key objective of retaining their long term preference, loyalty, and business (Foss and Stone, 2001). The fifth stage of the branding process is called brand as company. In this stage, the brand has composite identities and there are many communication channels between the consumers and brands. Customers have some desires to get involved more closely to the brand and its company. Consumers become more energetically involved in the brand creation process in building their attitudes toward the brand. This is the stage where the brand community starts to develop. Since the customers have bigger desire to get involved to the brand, they already make a very tight interaction with the brand. By involving customer in the business process inside the company, it will create more original and valuable ideas significantly and also will give impact in the increase of product innovativeness (Kristensson *et al.*, 2004; Salomo *et al.*, 2003).

The final stage of Goodyear Model is developed when the brand already becomes a policy. The brand and company become closely identified with social, ethical, and political issue. Consumers commit to those brands and companies who share their view. This becomes some differentiations that company has in order to compete with their competitors. Customers often feel interested become the part of the brand because of this social, ethical, and political issue that the company put inside the brand.

2.3 Experiences as the Key Driver of Brand Community Development

In order to make consumer of a certain brand becomes a member of brand community, it is very important to analyze the factor that influence its formation. Giving the best experience to the consumer when they're having interaction with the brand is one crucial factor in the brand community development. When the consumers get positive experience during their interaction with the brand, they will be more willing to become a part of the brand and will support the development of brand community.

Experience related with the overall feeling that the consumer get during the process of interaction with the brand (Mascarenhas *et al.*, 2006). For example, Jeff Bezos, CEO of Amazon.com mentioned, "Customer experience starts when you first hear about Amazon from a friend and ends when you get the package in the mail and open it. Customer experience encompasses every customer touch point with your brand". This is supported by Nasution (2006) in his article in which he mentioned that there are three key contact points that build customer experience. These three key elements are sense, feeling and thought that were being used simultaneously by the customer when he/she interacts with a particular

brand creating specific impression about the brand. This notion was also stated by McAlexander et al. (2003) in which they stated that experience is focused on the blend of physical and emotional elements.

The existence of customer experience becomes the key driver of brand community development. Customer not only must have interaction with the brand, but they also must get some experiences during that interaction. Brand community appeared when its entire members already get the experience with the brand and the interaction created that experience is done in the frequent basis. It is impossible to create experience if the interaction between customer and brand happened very seldom. There is a bigger chance for brand community development in the brand that its customers purchase the product consistently.

3. Research Design

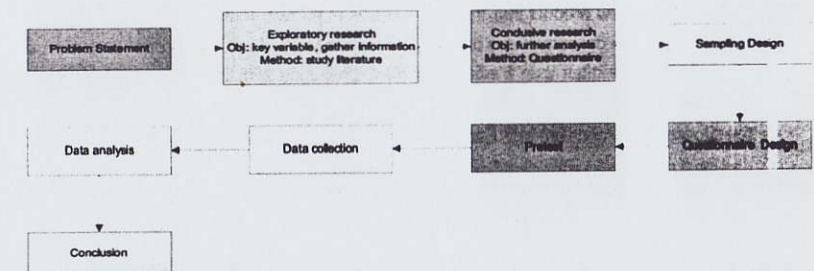The figure below describes the overall steps in our research:

Figure 5. Steps in the research design

1. Exploratory Research

    In this research, exploratory research was used in order to get the key variable that was used for further research using questionnaire. Beside that, exploratory research makes the author get deeper understanding about Pond's customer that became the respondent of the research. In doing the exploratory research, literature study was chosen as the method to gather the data.

    The information that need to gathered from literature study are:

    - The customer perception/value related with the beauty product

        From the literature study, it can be found that 85% of women in Bandung, Jakarta, Semarang, Surabaya, and Medan tend to have dark/brown skin, and about 55% of them want to have a brighter skin (based on L'Oreal research in year 1997). Similar outcomes came from the analysis done by P&G in year 2003. From that research, it is proven that about 70-80% women in Asia want to have white and clean skin. From both research, it is known that most women in Indonesia want to have white and brighter skin. This situation indirectly shows that Indonesian women think that white is beautiful. Pond's itself always try to deliver their own perception about beauty to their customer. All of their promotions always try to deliver the message that white is beautiful.

□ The customer relationship with the beauty product

Ponds already provide the customer with website and toll free that can be used for the customer if they want to ask everything about skin. In the website (www.myponds.net), customer can submit questions and comments through Ponds Care line. Besides that, the company also provides experts to answer more detail question in the Brand Council section. There are three experts, which are Adi Adrian (Make Over Master), Chitra Subijakto (Fashion Stylist) and Ratih Ibrahim (Psychologist). Customer can ask and discuss about their problems, not only skin problem but also fashion and love problem with them.

□ The customer relationship with other customer

Nowadays, customers tend to be more active in make discussion with other people. They discuss many things, starting from hobby until about products that they use, including beauty product. There are many websites that can be used by people to discuss about many things, including products that they use. Media Konsumen (www.mediakonsumen.com) is one kind of website that enable the customer to give review about many kind of products that they have use and enable them to discuss it among other customer inside the website. In this website, I found several discussion and product review about Ponds. Other website which is used by customer to discuss and review product that they have use is Pintu Net. Pintu Net (www.pintunet.com) contains customer opinion whichis basically similar with Media Konsumen. Ponds customer use this website more often than Media Konsumen. Until June 29th 2008, there are about 100 comments and product review made by Ponds customer. Most of these comments emphasize the superiority of Ponds product. Each comment is read about 2.000 to 3.000 times on average, and most of them was considered as very helpful for other customer in determining the right type of Ponds product.

2. Conclusive Research

The research was continued by a conclusive research. This means that at the end of the research, the author will be able to make conclusion about the chances for Pond's brand community development. The type of conclusive research chosen was descriptive research. During the research, the author was done the research several times using different respondent each time (multiple cross-sectional design). The key variable founded in the exploratory was used in the questionnaire in order to get deeper understanding about the customer preference in the relation with the development of Pond's Brand Community.

3.1 Sampling Design

Non-probability sampling was used this research using quota sampling method for determining sample distribution. There are several steps that must be done in quota sampling as follows:

□ Determine target population:

First and Second Grade Female Students in Favorite High School in Bandung (SMAN 2,3,5,8,20, SMA BPI, and SMA Taruna Bakti)

□ Define sampling frame:

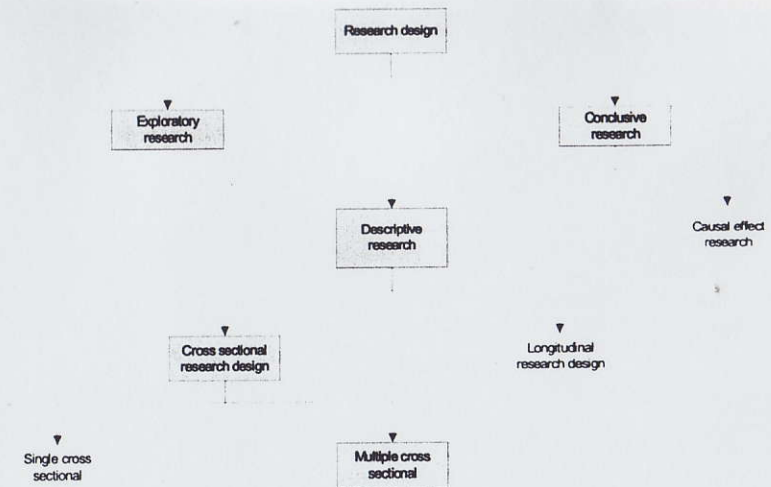Number of students in each high school (Source: http//nign.jardiknas.org)

Figure 6. Conclusive Research Decision Tree Source: Malhotra (2007)

□ Calculate sample size:

The sample size is calculated based on multiplying the variable to a number above 5. As a general rule, the minimum is to have at least five times as many observations as the number of the variable to be analyze (Hair et al., p. 112). It is also compulsory that the minimum number of sample is 50 and above that would be sufficient to make the research valid. In this case, the number of variable (questions) is multiplied by 8 (chosen arbitrarily). That yields a sample size of 288 students, which is rounded-up to 300.

□ Distribute sample elements:

The distribution of sample element is in Table 1.

Table 1. Sample Elements

SMA	Students	Female	2/3 students	%	Sample Size
SMAN 2	1248	832	555	17%	50
SMAN 3	815	543	362	11%	33
SMAN 5	1412	941	628	19%	56
SMAN 8	1352	901	601	18%	54
SMAN 20	845	563	376	11%	34
SMA TarunaBakti	492	328	219	7%	20
SMA BPI	1334	889	593	18%	53
Total	7498	4999	3332	100%	300

3.2 Data Analysis Plan

Most of the analysis will use multivariate method with dependence technique. There will be only one dependent variable, and most of the data are categorized as non-metric data. Based on the consideration above, cross tabulation will be used in the multivariate method in analyzing the finding.

Cross tabulation is a statistical technique that describes two or more variables simultaneously and results in tables that reflect the joint distribution of two or more variables that have a limited number of categories or distinct value (Malhotra, 2007). Type of test that will be included in the cross tabulation analysis is chi-square. Chi-square is the statistic used to test the statistical significance of the observed association in a cross tabulation (Malhotra, 2007; Churchill and Iacobucci, 2005).
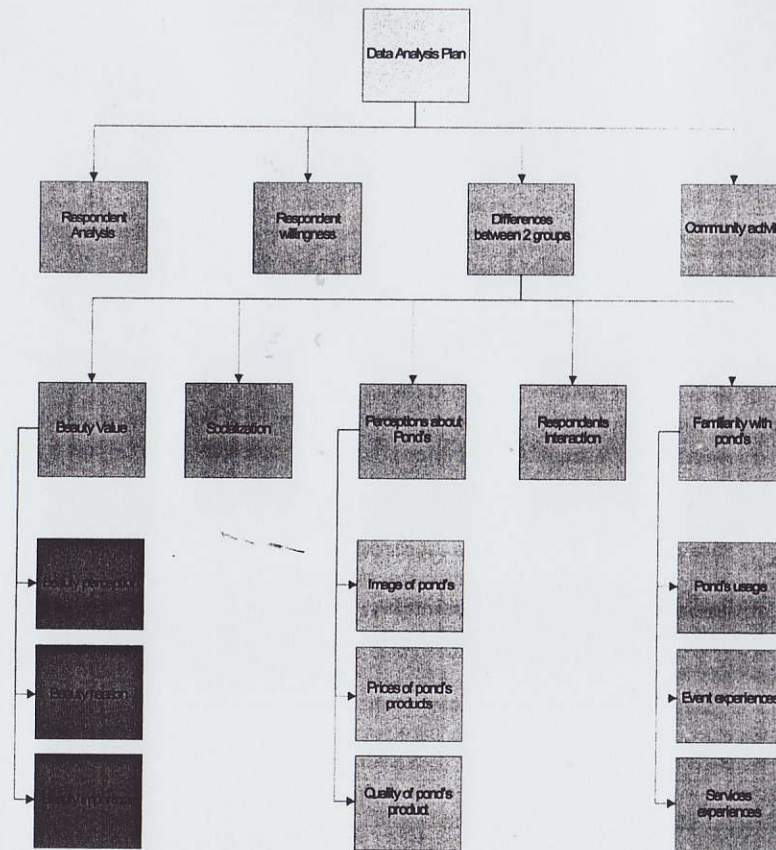

Figure 7. Decision tree of data analysis selection

4. Findings and Analysis

It can be found from the research that about 70% from all respondent from favorite high school are willing to join the Pond's brand community. Further analysis was made to analyze the factor that make them willing or unwilling to join the community. From all analysis about "yes" and "no" respondents related with their perception about beauty value, socialization, and interaction with other party, it can be concluded that basically there's no significant difference between these two groups of respondents.

If we look from the value of beauty, both groups agree that beauty is identical with neat and white appearance, and also with interesting personality. From the statement about appearance and personality, number of respondents that agree with the last statement about personality is higher than the statement about appearance in both groups. For the next beauty perception, which is about the reason to be looked beautiful, both groups of respondents also give a very similar response. Both of them agree that they want to be looked beautiful for themselves and also for other people including their boyfriends. For the statement related with beauty importance, both groups agree that they want other people to admit and value their beauty. Both groups doubt their agreement in the statement that mentioned beauty as the most important thing in their life. So, it can be concluded that there's no significant differences related with both groups related with beauty value. This also can be seen from the value of the Pearson Chi Square in the Cross Tabulation Analysis between willingness to join brand community and beauty value. The chi square value for the three statement about beauty value are higher than 0.05. This situation also supports the fact that there's no correlation between the two variables being measured. Beauty value clearly not becoming the reason why some respondents want and don't want to be part of brand community of Pond's. This situation proves that both respondents have a very similar perception about beauty.

The same result also comes for the analysis in the socializing factor. Both of the groups agree about all statement related with socializing. These groups basically like to socialize with their friends and spend the time with them. They like to help and discuss many things with other people. They want to have new friends and they also want to become the center of attention for people around them. The mean comparisons from the six statements about variables show that hang out with friends become the most preferable variable compares with other statements related with socialization. The chi square value for the six statements in the socializing dimension also show that there's no correlation between their willingness to join brand community and their agreement in this dimension (higher than 0.05). Same with previous analysis about beauty value, socializing factor also not becoming the reason that make them want and do not want to become the member of Pond's brand community.
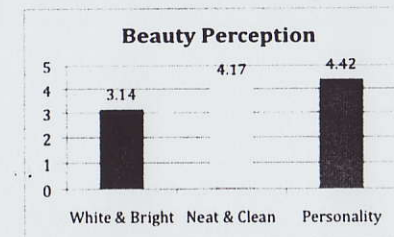

Figure 8. Beauty perception
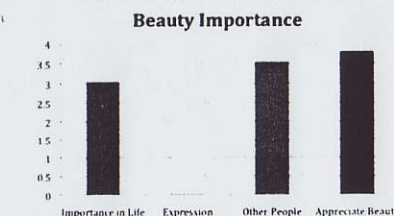

Figure 9. Reasons to be beautiful

Figure 10. Beauty importance

Both groups also asked to give their agreement for the statement related with their interaction with other party in choosing beauty product and also in facing skin problem. Similar answer also came from both groups in this analysis. The value of the chi square test also supports this finding. With value higher than 0.05, it also can be concluded that there's no correlation between their willingness to join brand community and their answer about the interaction dimension. They tend to prefer their family/friend suggestion rather than the sales representative suggestion in the process in choosing beauty product. When facing skin problem, mother become the most preferable party that they ask for suggestions.

From the analysis about beauty value, socialization, and respondents' interaction, it can be seen that there's no difference on their answer from all the statements. All the value of the chi square show that their preferences to join or not join brand community have no correlation with their answer about beauty value, socialization, and the interaction. Actually this situation becomes very logical and reasonable if we look from the respondents' demographic. Their demographic also very similar, they come from relatively the same age, the same grade, and they also come from high school with very similar characteristic. As mentioned in previous chapter, favorite high school in Bandung always make many events like bazaar and music event that enable their students to socializing and expressing themselves through these events. The events also enable them to interact with other student from different high schools. The people that come to this event usually come from high schools that also make many events. Students from a certain high school not only interact with people in the same high school, but they also make some relationships with other from different high school. When a relationship is formed, there's a tendency that people inside the relationship with give influence to each other until they have something in common. The relationship made among the student in favorite high school is assumed to be the first reason that makes them have very similar response for all the statements above.
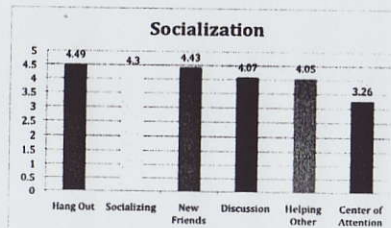

Socialization

Figure 11. Socialization activities

The finding about beauty value and socialization also supported by the research made by Pond's before they launch the PDA (Pond's Dream Access) Program. From the research done by Pond's in year 2007, it is found that commonly female girl in Bandung think that self-existent is very important for them. They also admitted that they are teenage girls with high confidence, especially because of the beauty that they have. They really enjoy their beauty and always try to be looked different in order to make people admit their existent. The research also found that most female girls in Bandung like to hang out with their friends in the most happening place where they can be the center of attention as a form of their existent. This research become another factor that support the result of this analysis, which is prove that most of the female girls in Bandung have similar perception about the beauty value and the socialization factor.

The differences are appeared in the analysis about their experience with Pond's, especially with the Pond's product. From 211 of "yes" respondents, about 60% of them using Pond's as their beauty product, while only about 43% of "no" respondents that using Pond's product. The chi-square test for the entire questions about Pond's show that there's a strong correlation between their willingness to join brand community and their agreement about Pond's. From this finding, we can see that willingness to join Pond's brand community is higher if the respondents already use Pond's product. People that already use Pond's as their product generally have deeper understanding about the benefit and advantage of Pond's. The process to build the sense of belonging of the product also easier for respondents that already uses and knows well about the product. Besides that, "yes" respondents also tend to give positive response related with the overall image of Ponds. They agree that Pond's has good quality of product with price that relatively reasonable. They also agree that image of Pond's is very identical with white and bright skin. For "no" respondents, they tend to be unsure about the quality, price, and image of Pond's. This may happen because some of the respondents aren't familiar enough with Pond's. From the analysis result, it can be seen that respondents that don't use Pond's as their beauty product tend to be unsure about the quality, price, and image of Pond's. For respondents that already use the product, generally they give positive responses for all statements about Pond's.

Other experience with Pond's, like the respondents familiarity with previous Pond's event and also with the services given by Pond's (Pond's Care Line), not really influence their preference to join or not join the brand community. This finding also can be seen from the chi square value which is higher than 0.05. More than 50% of the respondents, both who never attend the Pond's event and that who ever come to the event respond that they want to be part of brand community.
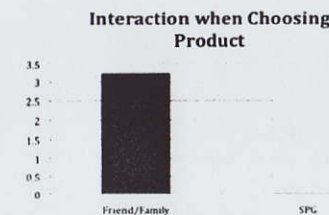

Interaction when Choosing Product

Interaction When Facing Skin Problem

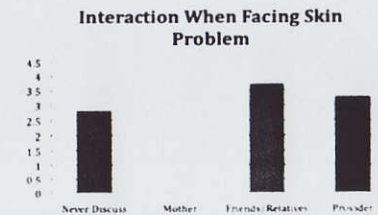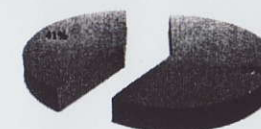Figure 12. Reference Group/People in choosing Facial Care Product

Figure 13. Partner in Discussing Skin Problems

Product Usage "Yes" Respondent

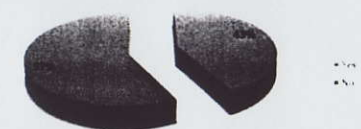**Product Usage "No" Respondent**

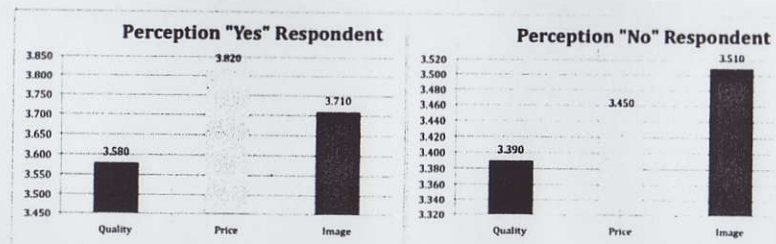Figure 14. Product usage difference between Yes and No Respondents

Figure 15. Comparison of perception towards Pond's between Yes and No respondents
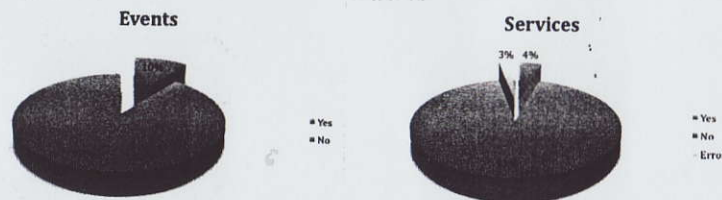

Figure 16. Involvement in Pond's events

Figure 17. Experience in using Pond's services

From the entire analysis, it can be concluded that the only factor that influence their willingness to join brand community is their familiarity with Pond's product. Their overall perception about beauty and importance of socialization has no influence at all for their preferences. Their interaction with other party when choosing beauty product and when facing skin problem actually may give some influence about their preferences. From the analysis about respondents' interaction, it can be seen that they prefer to ask for their family and friend's suggestion rather than the sales representative of SPG provider. This situation means that they their interaction with beauty provider, especially Pond's, considered low. The closeness with Pond's is another thing that must be considered very serious by Pond's before they decide to build brand community.

So, if Pond's wants to make the "no" respondents become willing to join the brand community, they should be more focus in making these respondents to be more familiar with Pond's product. The analysis show that most of the "no" respondent still unsure about their perception about Pond's. It is very logical that people are less willing to join certain community if they still unfamiliar with the product and not even sure about the overall quality and image of the product. Pond's can make more aggressive promotion efforts like advertising, product launching, and other events that can emphasize the superiority and benefit of Pond's product.

Although about 70% of the entire respondents willing to join the brand community, it is also important to analyze the potential for them to promote the Pond's brand like mentioned in the theory foundation. 60% from the respondent that willing to join brand community use Pond's as their product. If relate the willingness with Pond's usage and perception of Pond's, it can be seen that respondents that about 70% of the "yes" respondents that use Pond's give positive answer for the entire statements about perception about Pond's. They tend to agree that Pond's is very identical with high quality, reasonable price, and white skin. If we look from the result, most of the "yes" respondents already familiar with the product. They also tend to give positive response about the quality and image of Pond's. As stated in the theory foundation, interaction between customer and brand is very important for the development of brand community. From the "yes" respondents, only about 11% of them that ever attend the event held by Pond's and only about 5% of them that ever use the service provided by Pond's (Pond's Care Line and SuaraKonsumen Unilever). From this analysis, it can be seen that the respondents' interaction with Pond's until now still considered low. The respondents' familiarity with Pond's and their positive image about the product surely will make a chance to develop brand loyalty inside the community become bigger. When the respondents already loyal to the Pond's brand, they will become the member of brand community that actively promote the Pond's product. But, their closeness with the brand must still be developed in order to support the process to build brand community.

If we look based on the Goodyear Model, it can be seen that the current position of Pond's is in the third stage, which is brand as personality. In this stage, consumers already choose a certain brand also with the involvement from the emotional value. Although relationship with the consumer is not develop yet in this stage, but company already try to make sure that the brand personalities are aligned with the characteristic, personality, and culture of the consumers.

5. Conclusion

There's a quite large potential for Pond's to develop brand community with target market female high school student in Bandung. From the analysis, it can be seen that most respondents already have the same value related with beauty and socialization. The same value, both among the customers and also between the customer and Pond's make one of the requirements needed to develop brand community already fulfilled. The second requirement, which is the customer's willingness also already fulfilled based on this research. About 70% from the 300 respondents answer that they want and willing to be part of Pond's brand community. Most of the respondents that willing to join the brand community use Pond's as their beauty product. This factor is very crucial in order to develop customers' sense of belonging to the brand. They also give very positive respond about their perception of Pond's.

There are several factors that must be considered in the development of this community. First, from the analysis it can be seen that interaction between Pond's and the customers considered low. Most of them never attend the Pond's event, and they not familiar with the services provided by Pond's. Pond's should fix their relationship and closeness with their customers so the community will give benefits not only for the member, but also for Pond's itself. If the relation with the customers cannot be made, it will be useless to build the community. If Pond's also want to reach the rest 30% of respondents that still unwilling to join brand community, they should use aggressive promotion activities to make the respondent more familiar with Pond's product. They decide not to join brand community because basically they still unfamiliar with the product and still unsure about the overall image of Pond's. By doing so, there's a chance that Pond's even can reach the rest 30% of the respondents in the brand community.

Building brand community will give many benefits for the development of Pond's brand in Bandung. Activities like consultation with experts, music events, make up and modeling class, and talent

competition should be included inside the community. Pond's also must be focus in making other activities that can create closer interaction between the member and Pond's. It is a very crucial factor to make sure that the brand community will give benefit not only for the member but also for Pond's. If closer interaction is not developed, it will be useless since it won't give any benefit for Pond's brand development. Without interaction with Pond's, it will only become a common community that really cost the company without any significant benefit. Creating experience becomes the most effective tool to develop interaction with customer that can lead to the development of effective brand community.

Other suggestions for Pond's is to be more focus and consistent in delivering their message about beauty value. From the analysis it can be seen that although most respondents already give positive answer to the perception that beauty is identical with white skin, but it still not become the main perception. So Pond's should be more focus in delivering their message about beauty value and lead their customers to have the same value.

The company also can develop the brand to the next step of the Goodyear Model. The brand should be not only become personality, but also must be developed to the fifth or final stage where brand community is formed and well established. In this stage, brand not only become the customer's personality but also already become a policy, and the entire member share the same value and belief about the brand. This development can be made after the community is made. Company can dominate the community step by step by making many activities that enable the member to be feeling closer to the brand. For example, the company can make competition about Pond's jingle or competition to design Pond's logo that can make the member have some interaction with the company. If the company keep dominating the community, the process to develop brand community will be easier.

6. Research Contribution and Recommendation for Further Research

This research contributes toward the development of brand community theory. It generates an understanding that formation of brand community will be supported when customers' values are aligned with the brand and they have adequate experiences with the brands. It also highlights an importance to understand consumer behavior, specifically about their daily habits in dealing with needs that become the core offerings of the brand. In our research, Pond's community development is hindered because they did not get enough understanding about many of consumers' habits in dealing with their beauty issues. We argue that such information will be important for companies to create emotional binding with their customers. Our research also supports Cova and Pace (2006) who mentioned that companies need to initiate some actions and play the role of non-intrusive enabler in customer and brand relationship.

There are some limitations in this research. First, this research was done only by analyzing high school female students from favorite high school in Bandung as the target population. Limitation of time becomes the main reason to only choose them as the target population, and not to choose larger population in Bandung. This situation make the finding from the research cannot be considered 100% valid and reliable to be used by Pond's that has customer all over Indonesia. Besides that, this research also only focuses on high school students. Actually, the target markets of Pond's for teenage market are

women from age 13-18 years old. If we look from the range of age, female student in junior high school also must be included s the target population. So, further research with larger scope still needed so that the result will be 100% represent the answer from all customers in Indonesia. To really represent the respondents' response about brand community chances, the target population should cover Pond's customer all over Indonesia with age 13-18 years old. Other limitation of the research is that it only focuses on the brand community chances for the teenage market. As mentioned before, Pond's also provide anti aging product for the older women. Further research can be done by also analyzing the chance for brand community development with older women (more than 18 years old) as the member of the community. The third limitation is that this research only analyzing about the brand community chance, but not really examine about how the brand community should be developed. When the response about brand community chances from the entire customers already positive, further research can be done by focusing about the way to develop the brand community. Type of brand community that should be developed, activities to be included within the community, and also the time and place for the member of the community to meet and share their experience with each other can be interesting topics. Further research also can be done by focusing on the respondents' willingness to become Pond's partial employee in promoting the product through the community. The study can be directed to analyze about the possibility for the member of the community to do vigilante marketing to other people outside the community.

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