
The Effectiveness of Song Hye-kyo as a Brand Ambassador for Collagena among the Indonesian Public

Evania Christiyanto, Lady Joanne Tjahyana, and Felicia Goenawan

Communication Science Department, Petra Christian University

ABSTRACT

Collagena is the first collagen milk brand in Indonesia, produced by PT Mayora Indah Tbk. To support its marketing public relations strategy, the company appointed South Korean actress Song Hye-kyo as its brand ambassador, leveraging her youthful image and strong public appeal. This study aims to examine the effectiveness of Song Hye-kyo as the brand ambassador for Collagena in Indonesia. A quantitative method was employed through a survey distributed to 400 respondents using Google Forms. The data were measured using a Likert scale and analyzed descriptively. The study adopts the VisCAP theory, which includes visibility, credibility, attraction, and power, to assess ambassador effectiveness. The findings reveal high effectiveness across all indicators, with power emerging as the strongest dimension and credibility as the least, though still favorable. Generational analysis indicates that Generation Z responds most to power, Millennials to attraction, and Generation X to visibility. These results highlight the alignment between Song Hye-kyo's persona and Collagena's brand image, demonstrating her significant role in enhancing marketing public relations efforts. The study offers valuable insights for practitioners seeking to optimize brand ambassador selection in marketing communication strategies.

Keywords: *brand ambassador; marketing public relations; VisCAP model; Song Hye-kyo; Collagena.*

INTRODUCTION

Communication functions as the fundamental cornerstone of relationship development, serving as a bridge that connects communicators (message senders) with audiences (message receivers), thereby necessitating comprehensive planning and strategic implementation to ensure effective message transmission (Mitfah, 2008). The communication process is categorized into three distinct types: unidirectional communication, which focuses on sender-oriented message delivery designed to trigger specific receiver responses; interactive

communication, which operates as a cause-and-effect process involving alternating action-reaction dynamics; and transactional communication, which encompasses all behavioral aspects, both intentional and unintentional, observable and unobservable, while maintaining focus on the receiver's interpretation and response (Mitfah, 2008). Communication effectiveness is measured by its ability to transform audience knowledge, attitudes, and behaviors (Nurhani & Kurniawan, 2017).

In contemporary marketing contexts, the integration of communication principles with brand ambassador strategies has emerged as a critical component of successful marketing communication. Marketing Public Relations (MPR) represents a sophisticated fusion of marketing and public relations elements, where public relations aims to construct positive corporate image while marketing focuses on product sales to target markets (Agustina et al, 2023). According to Harris, as cited by Gumiyati and Lubis (2020), MPR encompasses comprehensive planning, implementation, and evaluation phases of programs specifically designed to stimulate consumer purchase interest and satisfaction through convincing information delivery and strategic impression management that aligns corporate and product presentations with consumer desires, needs, interests, and expectations.

The strategic importance of MPR lies in its ability to integrate promotional sales functions, advertising efforts, and marketing activities with public relations initiatives. Successful public relations strategies can be identified when they effectively leverage corporate or individual reputation to support product success (Adani et al, 2021). Marketing communication assists companies in explaining product benefits to consumers while enhancing market competitiveness. Kotler and Keller (2016) position public relations as a form of marketing communication utilized to build positive corporate image supporting marketing objectives. Public relations focuses on creating positive relationships with audiences through media engagement, events, and various communication strategies to enhance brand credibility.

Brand identity serves as a distinctive characteristic that differentiates products from competitors, often becoming the focal point of customer loyalty (Sonani & Sudrajat, 2023; Tjahyadi, 2010). Kotler defines brand as a term, name, symbol, sign, design, or combination thereof, intended to identify goods or services of sellers and differentiate them from competitors (Kotler, 2009:332). Brands constitute essential elements in marketing communication, functioning as identities that distinguish products or services from competitors while creating customer trust and loyalty. Brands significantly influence consumer perception, enhance competitiveness, and frequently serve as primary factors in purchase decisions (Kotler & Keller, 2016).

Brand ambassadors emerge as individuals selected by companies to represent their brands, with the primary objective of influencing consumer behavior and perception regarding offered products or services. Brand ambassadors function as communication tools employed by companies to establish public connections and significantly increase sales (Lea-Greenwood, 2012). According to Kotler and Keller (2016), brand ambassadors serve as advertising supporters or product spokespersons selected from celebrities or well-known personalities. Royan (2004) identifies several essential qualifications for effective brand

ambassadors: credibility to convince audiences about product quality, attractiveness to capture audience attention, communication skills to deliver messages clearly and persuasively, and comprehensive knowledge about represented products or services.

The effectiveness of brand ambassadors is particularly evident when influencer product promotion leads followers to seek additional information about brands, thereby increasing brand awareness among broader society (Sembiring, et al 2024). Brand ambassadors collaborate with brands to increase brand awareness, build positive image, expand market reach, and enhance sales. They play significant roles in increasing consumer purchase interest, with celebrity endorsements often encouraging customers to imitate their actions, thereby strengthening consumer purchase decisions. Brand ambassadors also enhance consumer brand trust, consequently improving purchase decisions, making brand ambassador-brand collaboration an effective strategy for achieving marketing objectives.

The evaluation of brand ambassador effectiveness in marketing communication requires systematic measurement tools, with the VisCAP model (Visibility, Credibility, Attraction, and Power) providing a comprehensive analytical framework. According to Shimp and Andrews (2014), effective brand ambassadors must possess four critical attributes: visibility, representing media presence level and audience popularity; credibility, encompassing expertise and audience trust; attraction, including both physical and emotional appeal; and power, denoting the ability to influence consumer behavior. When brand ambassadors possess these four aspects effectively, the marketing communication strategy effectiveness involving them significantly increases.

Rossiter and Percy (2018) elaborate that visibility owned by brand ambassadors enhances brand awareness, making ambassador popularity as figures known for maintaining youthful appearance ideal models for sterilized milk products containing collagen. Credibility refers to audience trust levels toward brand ambassadors, where high-credibility ambassadors increase consumer confidence in brands. Ambassadors who selectively choose brands for collaboration possess credibility that can build consumer trust toward products. Attraction plays a crucial role in appearance and emotional appeal, creating emotional connections with audiences that can increase consumer loyalty. The final indicator, power, describes brand ambassadors' ability to influence audiences to take action, such as purchasing products or following social media accounts. Brand ambassadors with significant influence can drive audiences to take action (Rossiter & Percy, 2018).

Marketing communication effectiveness reflects the extent to which communication strategies achieve desired objectives, such as increasing brand awareness, attracting consumer interest, and encouraging purchase decisions. According to Percy (2018), marketing communication effectiveness is significantly influenced by message alignment with target audiences and utilized communication channels. Fill and Turnbull (2019) emphasize that marketing strategy effectiveness can also be measured through consumer engagement and how campaigns create memorable customer experiences. In brand ambassador usage contexts, effectiveness increases when there is alignment between brand ambassador image and promoted brand values, thereby building consumer trust and loyalty toward offered products.

The Korean Wave (Hallyu) phenomenon has fundamentally transformed marketing communication strategies in Indonesia, creating new paradigms for cross-cultural brand ambassador selection and implementation. According to Indriningtiyas (2022), the Korean Wave has popularized Korean celebrity usage as brand ambassadors in marketing strategies, representing a significant shift in how Indonesian businesses approach celebrity endorsements. The popularity of Korean culture and celebrities is strategically leveraged by Indonesian business practitioners for product development and sales enhancement (Chaerunisa et al, 2022). This trend reflects broader transformations in global communication patterns and evolving consumer preferences toward international cultural influences.

The impact of Korean cultural influence on Indonesian marketing communication extends beyond simple celebrity endorsement, encompassing comprehensive cultural integration strategies. Research by Sari and Yuliati (2021) demonstrates that Korean artists as e-commerce brand ambassadors in Indonesia show positive impacts on consumer interest and purchase intentions, indicating successful cross-cultural communication transfer. The Korean cultural phenomenon has created unique opportunities for studying how international celebrity endorsements navigate cultural boundaries while maintaining effectiveness in influencing local consumer behavior, contributing significantly to understanding globalized marketing communication strategies.

The widespread adoption of Korean celebrities as brand ambassadors in Indonesia reflects deeper cultural communication dynamics. Indonesian society's tendency to follow trends promoted by celebrities and influencers, particularly from South Korea, demonstrates the power of cross-cultural celebrity influence in shaping consumer behavior. According to data analysis, numerous Indonesian companies across various sectors, including food and beverage as well as health and beauty industries, have strategically employed Korean celebrities as brand ambassadors, indicating systematic recognition of their marketing communication effectiveness in Indonesian markets.

The transformation from traditional media (old media) to digital platforms (new media) has fundamentally revolutionized brand ambassador communication strategies, creating unprecedented opportunities for direct consumer engagement. Traditional media, including magazines, newspapers, television, and radio, functions as mass communication channels characterized by one-way message transmission from source to receiver without direct interaction (Bambang, 2014). In contrast, new media represents digital and internet-based technologies enabling interactive participation, including websites, blogs, social media, podcasts, and video streaming (Umar, 2022). Additionally, hybrid media combines traditional and digital elements (Burhendi et al, 2019), such as digital billboards, creating comprehensive communication ecosystems.

With technological advancement, social media has become highly effective channels for achieving marketing communication objectives. According to Sari and Hutabarat (2020), direct interaction through social media strengthens bonds between brands and consumers, helping companies better understand and fulfill customer needs. The Head of Communication and Information Department of East Kalimantan Province, Muhammad Faisal, as quoted by Yusuf (2024), indicates that social media has become a platform highly favored by various

groups, including younger generations, making its utilization in the digital era a significant opportunity. As of January 2024, Indonesia has 167 million active social media users, equivalent to 64.3% of the total population (We Are Social, 2024), demonstrating the massive potential for digital communication strategies.

The integration of traditional and digital media in brand ambassador communication strategies creates multi-channel approaches that maximize message reach and engagement. Companies now employ comprehensive communication strategies that include traditional advertising through billboards, MRT station advertisements, bus stickers, and television commercials, combined with digital content through Instagram posts, YouTube videos, and TikTok content. This integrated approach ensures broad audience coverage while maintaining consistent messaging across all platforms, demonstrating the evolution of marketing communication in the digital age.

The Indonesian dairy market presents unique opportunities and challenges for brand communication strategies, particularly in the sterilized milk segment. Dairy products, especially cow's milk, represent popular beverages among Indonesian consumers, with various processing methods creating distinct product categories. Milk processing includes butter and cheese production, sugar addition for sweetened condensed milk, fat reduction for low-fat and skimmed milk variants, and sterilization processes creating different milk types: sterilized milk, UHT (Ultra High Temperature) milk, and pasteurized milk.

Sterilized milk and UHT milk represent two distinct processing methods designed to ensure safety and extend shelf life. Sterilized milk undergoes heating in closed packaging at 100 degrees Celsius for 30 minutes, effectively killing pathogenic microorganisms and extending shelf life without refrigeration requirements. UHT milk is heated before packaging at approximately 135-140 degrees Celsius for 2-4 seconds, then packaged aseptically under sterile conditions. This process eliminates almost all microorganisms and spores, enabling UHT milk storage at room temperature with longer shelf life compared to sterilized milk. Pasteurized milk, the least durable variant, requires constant refrigeration due to relatively low-temperature processing at 72 degrees Celsius for 15 seconds (High-Temperature Short Time process) or 63 degrees for 30 minutes (Low-Temperature Long Time process), designed to eliminate most pathogenic microorganisms without complete sterilization (Dinas Pertanian dan Pangan Kabupaten Demak, n.d.).

Consumer preference data indicates that Indonesian society tends to consume UHT milk compared to other milk types, creating competitive opportunities for companies producing alternative milk products like sterilized milk. This market dynamic provides opportunities for companies to compete effectively by implementing strategic promotion to increase consumer awareness and preference for their products. The market context demonstrates the importance of effective communication strategies in challenging established consumer preferences and building new market segments.

The selection of Song Hye-kyo as Collagena's brand ambassador represents a unique convergence of several significant trends in contemporary marketing communication. As one of Korea's highest-paid actresses, earning approximately 2.6 billion rupiah per episode (Muktisari, 2024), Song Hye-kyo represents premium celebrity endorsement investment. Her

selective approach to brand partnerships, focusing on products that align with her elegant and sophisticated image while supporting healthy lifestyle or high-quality skincare (The Staff, 2022), demonstrates strategic brand alignment principles.

Song Hye-kyo's collaboration with Collagena marks her first brand ambassadorship in Indonesia, providing unprecedented opportunities for examining international celebrity endorsement effectiveness in local markets. Her previous brand partnerships include prestigious international brands such as Laneige, Sulwhasoo, AMOREPACIFIC, Chaumet, Bottega Veneta, Michaa, Fendi, and Guerlain, primarily in beauty and fashion sectors, making Collagena the first beverage brand she has represented. This unique positioning provides valuable insights into cross-cultural brand communication strategies and celebrity endorsement effectiveness across different product categories.

The timing of this research, conducted shortly after Song Hye-kyo's appointment as brand ambassador in November 2024, provides contemporary relevance to understanding current digital communication trends and consumer engagement patterns. Google Trends data indicates that since the announcement, Collagena has shown relatively more significant search trend fluctuations compared to other sterilized milk brands like Bear Brand, Tujuh Kurma, and Indomilk throughout Indonesia (Google Trend, 2025), suggesting immediate impact on consumer awareness and interest.

This research contributes to communication science by examining how cross-cultural celebrity endorsements navigate cultural boundaries while maintaining message effectiveness. The study's focus on the sterilized milk market, where UHT milk dominates consumer preferences, offers insights into how strategic communication can challenge established market hierarchies. The research addresses contemporary questions about globalization's impact on local consumer behavior, the effectiveness of premium celebrity endorsements in developing markets, and the evolution of brand communication strategies in digital age contexts. Furthermore, the application of the VisCAP framework to Korean celebrity endorsement in Indonesian contexts provides methodological contributions to celebrity endorsement effectiveness measurement in cross-cultural communication research.

LITERATURE REVIEW

Marketing Public Relations

Marketing Public Relations (MPR) refers to a strategic communication practice aimed at informing and expanding public awareness about a company and its offerings (Mufida & Ahwan, 2023). Public relations professionals are tasked with designing and executing creative initiatives to strengthen a company's reputation and cultivate a favorable public image. This function is especially critical for businesses operating in competitive markets where continual enhancement of products and services is a priority (Safitri & El-Adawiyah, 2023). MPR combines the processes of planning, implementation, and evaluation to deliver accurate messaging that builds brand appeal, drives customer satisfaction, and influences consumer purchasing decisions.

Cutlip, Center, and Broom (2006) emphasize that MPR is closely tied to a company's foundational vision, mission, and values, with the objective of fostering enduring relationships with key stakeholders, clients, and consumers. When launching new products or introducing innovative services, MPR plays a pivotal role in aligning marketing efforts with broader strategic goals. Understanding consumer behavior and monitoring market trends are vital in shaping MPR strategies that effectively engage the intended audience.

MPR continues to evolve, shaped by shifts in consumer expectations and industry developments. Research by Nielsen (2021) shows that modern consumers tend to support brands that engage with social issues and reflect contemporary values. Digital media and social platforms have provided brands with direct channels to engage audiences and build deeper emotional resonance (Keller, 2009). A prominent tactic within MPR is the use of brand ambassadors or influencers to extend reach and foster trust. Edelman (2023) notes that such partnerships can significantly boost brand credibility. Additionally, collaborations with strategic partners or sponsors remain a key element in sustaining impactful MPR programs (HubSpot, 2023).

These observations underscore the growing convergence between marketing and public relations. While marketing traditionally focuses on promoting sales, public relations centers on education and cultivating public goodwill (Rahmat, 2022). The advent of digital technology has increasingly merged these roles, giving rise to the concept of "net relations," where PR and marketing intersect in interactive online environments that shape consumer behavior and perception.

In the current digital era, incorporating public relations into marketing campaigns has become vital to ensuring consistent brand messaging and improving campaign outcomes. Without the credibility that PR brings, marketing efforts may fall short—especially when it comes to building public trust. Even as marketing and PR become more integrated, the core purpose of PR remains: to inform, educate, and foster a positive image that enhances brand identity and competitiveness. MPR, in particular, provides a flexible and strategic alternative to conventional advertising, well-suited to contexts where deep audience engagement and sustained relationship-building are essential. This reflects a broader industry trend where consumers seek authentic narratives and emotional connection beyond product utility.

Despite these advancements, a gap remains in understanding how MPR effectiveness is influenced by generational differences, especially in relation to brand ambassadors. While some research has explored digital marketing and influencer credibility, few studies have specifically addressed how different generations evaluate the credibility of brand ambassadors in an MPR setting. This research seeks to fill that gap by analyzing the impact of Song Hye-kyo as a brand ambassador for Collagena among Generation Z, Y, and X in Indonesia, offering insights into how generational perspectives shape brand communication and effectiveness.

Brand Ambassador

A brand ambassador is an individual appointed by a company to officially represent its products or services and to help increase public recognition or brand awareness. These

individuals serve as a bridge between the brand and the public, often symbolizing the values and image the company wishes to convey. Traditionally, brand ambassadors may be part of a brand's marketing team or operate independently, and in today's digital era, they are commonly celebrities or influencers with significant social media presence. According to McCracken (1989), their effectiveness depends heavily on their credibility and alignment with the brand's core values. Erdogan (1999) further emphasizes that ambassadors are not only product promoters but also serve as symbolic figures of the brand's identity, contributing to consumer loyalty and market expansion.

While celebrities continue to play a dominant role in this strategy, the rise of social media has enabled non-celebrities—ordinary individuals with strong online influence—to also serve as effective brand ambassadors. The primary functions of brand ambassadors include raising awareness, building stronger consumer-brand relationships, and reinforcing a positive brand image.

They communicate with audiences through various channels, such as social media, advertisements, and public campaigns (Hughes et al., 2019). Effective ambassadors must possess characteristics such as credibility, brand-value alignment, and appeal to the target audience. According to Thomson et al. (2005), they must be able to convey brand messages authentically and influence purchasing decisions significantly. Brand ambassadors are often referred to as the “face” of a brand, appearing in various promotional materials. As Shimp and Andrews (2014) explain, brand ambassadors may be well-known figures or non-celebrities, commonly called endorsers. The key distinction lies in the level of exclusivity and duration of their collaboration, with ambassadors typically engaged more consistently and exclusively within a product category (Universitas Siliwangi, 2022)

VisCAP Theory

The VisCAP model is a marketing framework developed by scholars to evaluate the effectiveness of celebrity endorsements in brand advertising. First introduced by Rossiter and Percy, this model is widely used to assess the influence of endorsers on audience attitudes and consumer behavior. VisCAP is an acronym for four key attributes: Visibility, Credibility, Attraction, and Power. These dimensions help marketers identify the qualities needed in a spokesperson to positively shape consumer perceptions and promote brand engagement (Jaelani, Herdiana, & Yusuf, 2024).

Visibility refers to how well-known a brand ambassador is to the public. A high degree of visibility marked by frequent public appearances and media exposure can enhance brand recognition, recall, and awareness.

Credibility involves the extent to which the brand ambassador is perceived as trustworthy and knowledgeable. While using a famous figure may draw attention, the message will be ineffective if the endorser lacks credibility. Thus, a credible ambassador is vital in conveying the brand message persuasively and with personal appeal.

Attraction relates to the ambassador's physical appeal and perceived similarity to the target audience. An attractive and likable communicator is more likely to generate favorable

evaluations of both the advertisement and the product. This appeal may stem from beauty, charisma, or relatability.

Power reflects the ambassador's ability to influence audience behavior and gain support. Power in this context is not limited to authority or dominance but also includes the capacity to persuade and inspire trust. According to Royan as cited in Ash-Shiddieq & Saraswati (2014), power is demonstrated through a celebrity's ability to draw attention and persuade consumers to purchase the endorsed product. A successful endorser should embody both compelling personality traits and a persuasive presence to effectively influence the target audience.**Marketing Public Relations**

Marketing Public Relations (MPR) refers to a strategic communication practice aimed at informing and expanding public awareness about a company and its offerings (Mufida & Ahwan, 2023). Public relations professionals are tasked with designing and executing creative initiatives to strengthen a company's reputation and cultivate a favorable public image. This function is especially critical for businesses operating in competitive markets where continual enhancement of products and services is a priority (Safitri & El-Adawiyah, 2023). MPR combines the processes of planning, implementation, and evaluation to deliver accurate messaging that builds brand appeal, drives customer satisfaction, and influences consumer purchasing decisions.

Cutlip, Center, and Broom (2006) emphasize that MPR is closely tied to a company's foundational vision, mission, and values, with the objective of fostering enduring relationships with key stakeholders, clients, and consumers. When launching new products or introducing innovative services, MPR plays a pivotal role in aligning marketing efforts with broader strategic goals. Understanding consumer behavior and monitoring market trends are vital in shaping MPR strategies that effectively engage the intended audience.

MPR continues to evolve, shaped by shifts in consumer expectations and industry developments. Research by Nielsen (2021) shows that modern consumers tend to support brands that engage with social issues and reflect contemporary values. Digital media and social platforms have provided brands with direct channels to engage audiences and build deeper emotional resonance (Keller, 2009). A prominent tactic within MPR is the use of brand ambassadors or influencers to extend reach and foster trust. Edelman (2023) notes that such partnerships can significantly boost brand credibility. Additionally, collaborations with strategic partners or sponsors remain a key element in sustaining impactful MPR programs (HubSpot, 2023).

These observations underscore the growing convergence between marketing and public relations. While marketing traditionally focuses on promoting sales, public relations centers on education and cultivating public goodwill (Rahmat, 2022). The advent of digital technology has increasingly merged these roles, giving rise to the concept of "net relations," where PR and marketing intersect in interactive online environments that shape consumer behavior and perception.

In the current digital era, incorporating public relations into marketing campaigns has become vital to ensuring consistent brand messaging and improving campaign outcomes.

Without the credibility that PR brings, marketing efforts may fall short—especially when it comes to building public trust. Even as marketing and PR become more integrated, the core purpose of PR remains: to inform, educate, and foster a positive image that enhances brand identity and competitiveness. MPR, in particular, provides a flexible and strategic alternative to conventional advertising, well-suited to contexts where deep audience engagement and sustained relationship-building are essential. This reflects a broader industry trend where consumers seek authentic narratives and emotional connection beyond product utility.

Despite these advancements, a gap remains in understanding how MPR effectiveness is influenced by generational differences, especially in relation to brand ambassadors. While some research has explored digital marketing and influencer credibility, few studies have specifically addressed how different generations evaluate the credibility of brand ambassadors in an MPR setting. This research seeks to fill that gap by analyzing the impact of Song Hye-kyo as a brand ambassador for Collagena among Generation Z, Y, and X in Indonesia, offering insights into how generational perspectives shape brand communication and effectiveness.

Brand Ambassador

A brand ambassador is an individual appointed by a company to officially represent its products or services and to help increase public recognition or brand awareness. These individuals serve as a bridge between the brand and the public, often symbolizing the values and image the company wishes to convey. Traditionally, brand ambassadors may be part of a brand's marketing team or operate independently, and in today's digital era, they are commonly celebrities or influencers with significant social media presence. According to McCracken (1989), their effectiveness depends heavily on their credibility and alignment with the brand's core values. Erdogan (1999) further emphasizes that ambassadors are not only product promoters but also serve as symbolic figures of the brand's identity, contributing to consumer loyalty and market expansion.

While celebrities continue to play a dominant role in this strategy, the rise of social media has enabled non-celebrities—ordinary individuals with strong online influence—to also serve as effective brand ambassadors. The primary functions of brand ambassadors include raising awareness, building stronger consumer-brand relationships, and reinforcing a positive brand image.

They communicate with audiences through various channels, such as social media, advertisements, and public campaigns (Hughes et al., 2019). Effective ambassadors must possess characteristics such as credibility, brand-value alignment, and appeal to the target audience. According to Thomson et al. (2005), they must be able to convey brand messages authentically and influence purchasing decisions significantly. Brand ambassadors are often referred to as the “face” of a brand, appearing in various promotional materials. As Shimp and Andrews (2014) explain, brand ambassadors may be well-known figures or non-celebrities, commonly called endorsers. The key distinction lies in the level of exclusivity and duration of their collaboration, with ambassadors typically engaged more consistently and exclusively within a product category (Universitas Siliwangi, 2022)

VisCAP Theory

The VisCAP model is a marketing framework developed by scholars to evaluate the effectiveness of celebrity endorsements in brand advertising. First introduced by Rossiter and Percy, this model is widely used to assess the influence of endorsers on audience attitudes and consumer behavior. VisCAP is an acronym for four key attributes: Visibility, Credibility, Attraction, and Power. These dimensions help marketers identify the qualities needed in a spokesperson to positively shape consumer perceptions and promote brand engagement (Jaelani, Herdiana, & Yusuf, 2024).

Visibility refers to how well-known a brand ambassador is to the public. A high degree of visibility marked by frequent public appearances and media exposure can enhance brand recognition, recall, and awareness.

Credibility involves the extent to which the brand ambassador is perceived as trustworthy and knowledgeable. While using a famous figure may draw attention, the message will be ineffective if the endorser lacks credibility. Thus, a credible ambassador is vital in conveying the brand message persuasively and with personal appeal.

Attraction relates to the ambassador's physical appeal and perceived similarity to the target audience. An attractive and likable communicator is more likely to generate favorable evaluations of both the advertisement and the product. This appeal may stem from beauty, charisma, or relatability.

1. Power reflects the ambassador's ability to influence audience behavior and gain support. Power in this context is not limited to authority or dominance but also includes the capacity to persuade and inspire trust. According to Royan as cited in Ash-Shiddieq & Saraswati (2014), power is demonstrated through a celebrity's ability to draw attention and persuade consumers to purchase the endorsed product. A successful endorser should embody both compelling personality traits and a persuasive presence to effectively influence the target audience.

METHODOLOGY

This study adopted a descriptive quantitative research design. According to Arikunto (2006), descriptive quantitative research aims to objectively describe a phenomenon using numerical data, encompassing the processes of data collection, analysis, interpretation, and presentation. The study seeks to understand perceptions of brand ambassador effectiveness using quantifiable data.

Data were collected using the survey method, which is commonly employed to gather current or historical information regarding beliefs, opinions, characteristics, and behavioral patterns, as well as the relationships between variables (Sugiyono, 2018). An online questionnaire was developed and disseminated through Google Forms. The target population comprised Indonesian citizens aged 20 to 59 years who were familiar with Song Hye-kyo as the brand ambassador of Collagena, either through social media exposure or other media channels. The researcher formulates questions based on the indicators of the VisCAP model. A Likert scale will be used, with scores ranging from 1 to 5 for each response. The Likert

scale is a tool used to measure opinions, attitudes, and perceptions of individuals or groups regarding social phenomena (Sugiyono, 2018). Using the Likert scale, the variables to be measured are broken down into specific indicators.

The population for this study consisted of Indonesian males and females aged 20–59 who were aware of Song Hye-kyo's role as Collagena's brand ambassador. As Sugiyono (2006) notes, a population refers to a collection of individuals or objects that meet specific criteria relevant to the research. The age range was selected based on health-related findings regarding collagen needs. According to Madarina (2025), citing the Horizon Clinic, collagen production begins to decrease in the human body starting in the 20s. Supporting this, dermatologist Dr. Pipim S. Bayasari, Sp.DV, cited by ANTARA (2023), recommends collagen supplementation from the age of 20 to help maintain skin elasticity. Collagena is marketed to address collagen deficiency for individuals aged 20 and above (Metro TV News, 2024). For Generation Y, collagen helps maintain elasticity and prevent early aging, while for Generation X, it supports joint and bone health (Jakawardhana, 2025). Therefore, collagen supplementation is relevant across all three age groups studied.

The sample was selected using a non-probability sampling technique, specifically purposive sampling. According to Cresswell (2014), purposive sampling involves the intentional selection of individuals based on specific characteristics that align with the research objectives. Not every member of the population had an equal chance of being selected, as the researcher focused on respondents who met the following inclusion criteria, awareness of Song Hye-kyo as Collagena's brand ambassador, aged 20–59 years (inclusive of both males and females), and having Indonesian citizenship.

To assess the perceived effectiveness of Song Hye-kyo's endorsement of Collagena, the study categorized respondents by generational group: Generation Z (20–28 years), Generation Y (29–44 years), and Generation X (45–59 years). The sample size was determined using the Slovin formula, with a reference population of 160,403,400 Indonesians aged 20–59 years, based on data from the Badan Pusat Statistik (Statistics Indonesia). The final sample consisted of 400 respondents.

RESULTS AND DISCUSSION

This study assessed the effectiveness of Song Hye-kyo as the brand ambassador for Collagena, a sterilized milk product formulated to support skin, joint, and bone health, using the VisCAP model. The four key indicators in the VisCAP framework, visibility, credibility, attraction, and power were analyzed based on responses from 400 participants across Indonesia. To provide a clearer understanding of how participants evaluated each dimension, the following tables present the mean scores of the VisCAP indicators as perceived by respondents.

Table 1.1 (Total Mean Scores for Visibility Indicator)

Indicator	Statement	Mean
Visibility	Song Hye-kyo is one of the most well-known actresses in Asia, known for her acting talent and contributions to the entertainment industry.	4.47
	Song Hye-kyo is a South Korean actress known for her natural beauty.	4.44
Total Mean	4.45	

Source : Researcher’s Analysis, 2025

The most impactful statement in the study highlighted Song Hye-kyo's status as a top Asian actress, recognized for her acting talent and significant contributions to entertainment. Having starred in 27 dramas and 12 films by 2023 (Rosyida, 2025), her widespread popularity and extensive media presence are crucial for advertising effectiveness. This high exposure grabs attention and shapes public perception of brands, as noted by Shimp (2010).

While still strong, the statement "Song Hye-kyo is a South Korean actress known for her natural beauty" received a slightly lower average score of 4.44. This aligns with Djafarova & Rushworth (2017), who emphasize that using popular celebrities in marketing public relations is a common strategy to draw media and public attention, given their inherent appeal and ability to significantly boost brand exposure.

Table 1.2 (Total Mean Scores for Credibility Indicator)

Indicator	Statement	Mean
Credibility	Given her enduring youthful image, Song Hye-kyo is a credible choice for a brand ambassador for beverages that promote skin, joint, and bone health.	4.46
	Song Hye-kyo is effective in conveying an objective message in advertisements for beverages that promote skin, joint, and bone health.	4.41
Total Mean	4.44	

Source : Researcher’s Analysis, 2025

According to Rossiter and Percy (1987), credibility encompasses the audience's level of trust and perception of a brand ambassador's reliability. This is broken down into two key components: expertise and trustworthiness. The statement, "Given her enduring youthful image, Song Hye-kyo is a credible choice for a brand ambassador for beverages that promote skin, joint, and bone health," received an average score of 4.46. This high score indicates her perceived expertise, further supported by over 400 articles and social media content found on Google using the search term "Song Hye-kyo awet muda," all discussing her youthful appearance.

The second statement, "Song Hye-kyo is effective in conveying an objective message in advertisements for beverages that promote skin, joint, and bone health," had a slightly lower mean score of 4.41. reflects consumer perception of her trustworthiness as a brand ambassador. This score indicates that consumers view her as skillful and trustworthy in delivering relevant messages. Her nickname "sold-out queen" (Leticia, 2024) attests to her success in making advertised products sell out after she promotes them, highlighting her strong influence and audience trust.

Table 1.3 (Total Mean Scores for Attraction Indicator)

Indicator	Statement	Mean
Attraction	Song Hye-kyo possesses a beautiful and elegant appearance.	4.60
	Song Hye-kyo is recognized for her visibly youthful facial skin and healthy physique.	4.37
Total Mean	4.48	

Source : Researcher's Analysis, 2025

The effectiveness of a brand ambassador's attractiveness is clearly demonstrated in Song Hye-kyo's endorsement campaigns, as measured by two distinct survey responses. Participants rated the statement "Song Hye-kyo possesses a beautiful and elegant appearance" significantly higher with the mean 4.60 than "Song Hye-kyo maintains youthful skin and a healthy physique" gets the mean of 4.36. This variation indicates that while her visual charm resonates most powerfully with audiences, her health-conscious image also carries substantial weight, albeit to a slightly lesser degree. These findings support Rossiter and Percy's (1987) VisCAP framework, which positions physical beauty as the primary driver of consumer attention in endorsement relationships.

Further analysis reveals important nuances in celebrity appeal. The strong overall performance with combined mean 4.48 confirms Song Hye-kyo's exceptional ability to embody beauty standards, particularly valuable for skincare and wellness brands (Belch & Belch, 2018). However, the measurable difference between the two attraction dimensions suggests that while striking visuals immediately capture interest, enduring influence requires demonstration of relevant lifestyle practices, evidenced by Song's well-publicized skincare regimen and fitness routine. This distinction echoes Joseph's (Spry et al., 2011) research showing that physical attractiveness boosts brand recall, but lasting impact depends on authentic alignment between the ambassador's qualities and product benefits.

Table 1.4 (Total Mean Scores for Power Indicator)

Indicator	Statement	Mean
Power	Song Hye-kyo's presence effectively motivates me to prioritize the care of my skin, joints, and bones.	4.55
	Song Hye-kyo's strong influence is evident in her ability to motivate me to try Collagena products.	4.45
Total Mean	4.50	

Source : Researcher’s Analysis, 2025

The power of a brand ambassador, as demonstrated in the case of Song Hye-kyo endorsing Collagena, is reflected in the two survey statements assessing her influence. The first statement—“Song Hye-kyo makes me more inclined to care for my skin, joints, and bones” received a higher mean score (4.55) than the second, “Song Hye-kyo has strong influence and motivates me to try Collagena products” (4.45). This difference suggests that while Song Hye-kyo effectively persuades audiences to adopt healthier self-care habits (indicating strong emotional and aspirational appeal), her direct impact on purchase intent is slightly less pronounced. This aligns with Lou and Yuan’s (2019) assertion that a brand ambassador’s power stems from credibility and authority, which can shape attitudes more readily than immediate behavioral change.

The findings also support Erdogan’s (1999) theory that endorser power operates through both persuasion and influence. The high agreement levels (mean 4.50 overall) confirm Song Hye-kyo’s success in leveraging her status to build trust and emotional engagement, key to MPR effectiveness. Thus, the statements collectively validate Song Hye-kyo’s persuasive power while highlighting the nuanced relationship between influence and consumer action.

Table 1.5 (Total Mean Scores for VisCAP Indicators)

Indicator	Total Mean
Visibility	4.45
Credibility	4.44
Attraction	4.48
Power	4.50
Total	4.46

Source : Researcher’s Analysis, 2025

The highest-rated indicator was power, with a mean of 4.50. This suggests that Song Hye-kyo possesses a strong persuasive influence over the audience, an essential attribute for an effective brand ambassador. As noted by Djafarova and Rushworth (2017), public figures

who are admired by consumers can significantly impact purchasing decisions due to emotional connections and trust. This was evident in responses indicating that Song Hye-kyo made participants more inclined to care for their skin, joints, and bones, aligning directly with Collagena's product benefits.

This was further supported by the television advertisement campaign aired on national channels such as SCTV and ANTV in late 2024, which featured Song Hye-kyo's youthful and elegant image. According to Tan (2024), her presence in conventional media platforms (e.g., TV, billboards) demonstrates her broad influence beyond digital media. Engagement on Collagena's official Instagram account also reflects high consumer responsiveness. Comments such as, "Gak suka susu, tapi mau coba ahh biar awet muda kayak Kyo" (@indahpermaataaa) and "Langsung meluncur beli buat aku & anakku" (@maenna.12) show the persuasive effect of the campaign.

Attraction was the second-highest scoring indicator (4.48). Respondents agreed that Song Hye-kyo is an attractive figure due to her beauty, elegance, and healthy appearance. These attributes are frequently highlighted in news articles and beauty tips associated with her, adding to her public appeal and relevance to the product's health and beauty message. This aligns with the marketing public relations goal of building a favorable brand image (Thomas, 2006).

The visibility score (4.45) was the third-highest, indicating a strong, although slightly lesser, familiarity with the ambassador. Song Hye-kyo is well-known in Asia, and respondents reported recognizing her talent and natural beauty. According to Rossiter and Percy (1987), visibility involves both familiarity and recognition. These results suggest that while respondents are aware of her, the impact of attraction and power was stronger in shaping their perception of the brand.

The lowest score among the four indicators was credibility (4.44). Although still high, this result may stem from the fact that this was Song Hye-kyo's first time serving as a brand ambassador for a beverage product and for a brand based in Indonesia. Previously, she had only represented beauty and fashion brands. This unfamiliarity may have influenced how respondents perceived her expertise and trustworthiness in relation to a health-oriented beverage. Nonetheless, the indicator still falls within the effective range of 3.00–5.00.

These findings underscore the importance of strategic brand ambassador selection in marketing public relations. As supported by Rossiter et al. (2018) and Raihanah et al. (2021), alignment between the public figure's image and the brand's identity enhances the communication effect. The case of Song Hye-kyo illustrates how the right celebrity brand ambassador can create emotional connections, generate buzz, and elevate brand credibility—even across unfamiliar product categories.

In conclusion, based on the VisCAP analysis and supporting qualitative observations, Song Hye-kyo demonstrates strong effectiveness as a brand ambassador for Collagena, especially in the domains of persuasion and attractiveness. Her endorsement not only supports Collagena's brand message but also enhances consumer intention and product interest, validating the selection as a successful marketing public relations strategy.

CONCLUSION

This study surveyed 400 individuals from diverse regions in Indonesia to assess the effectiveness of Song Hye-kyo as the brand ambassador for Collagena, a sterilized milk product. Employing the VisCAP model, which consists of visibility, credibility, attraction, and power—the research aimed to evaluate how well her personal attributes align with the requirements of an impactful brand representative. The results indicated consistently high mean scores across all four indicators, with the overall average exceeding 4, signifying a strong perceived suitability of Song Hye-kyo in this role.

The visibility dimension achieved an average score of 4.45, highlighting widespread recognition of Song Hye-kyo as a skilled Korean actress with natural beauty. Her global popularity contributes positively to her effectiveness in capturing public attention. The credibility indicator received a mean score of 4.44, reflecting respondents' perception of her as a trustworthy figure, thus enhancing the persuasiveness of the brand messages she delivers. In terms of attraction, the average score was 4.48, suggesting that Song Hye-kyo is viewed as highly appealing, especially in terms of likability and perceived similarity with the audience. The power dimension received the highest score, averaging 4.50, which indicates her strong capability to influence and convince consumers about Collagena's value.

The composite average across all VisCAP components was 4.46, reaffirming her effectiveness as a brand ambassador. Further analysis based on generational cohorts revealed notable differences. Generation Z showed the highest score on the power indicator, suggesting they were particularly influenced by her campaign—even when it appeared on traditional media platforms like billboards, challenging the notion that this group responds solely to digital content. Generation Y rated the attraction indicator the highest, potentially due to generational affinity and shared lifestyle values. Meanwhile, Generation X reported the highest score on visibility, possibly due to their higher engagement with her on social media.

These results are consistent with Belch and Belch's (2018) claim that a brand ambassador's success hinges on the alignment between their personal attributes, the brand image, and audience perceptions. They also support the theory put forth by Rossiter and Percy (1987), which emphasizes that the effectiveness of marketing communications is enhanced when a brand is represented by a celebrity who possesses strong appeal and persuasive influence over the target market. Consequently, the appointment of Song Hye-kyo as Collagena's brand ambassador can be seen as a strategically sound decision. In summary, the study concludes that she is effective in fulfilling this role. The overall mean score from all indicators was 4.46, suggesting a high level of effectiveness.

REFERENCES

- Agustina, M. S., Fiandi, M., & Ramayanti, T. P. (2022). Pengaruh brand trust dan marketing public relation terhadap keputusan nasabah menggunakan produk tabungan Batara Haji dan Umrah BTN iB. *Jurnal Manajemen, Akuntansi, Ekonomi*, 2(1), 24–31. <https://doi.org/10.59066/jmae.v2i1.250>.

- ANTARA. (2023). *Kapan sebaiknya mulai konsumsi kolagen?* <https://www.antaranews.com>
- Arikunto, S. (2006). *Prosedur penelitian: Suatu pendekatan praktik* (Edisi ke-6). Jakarta: Rineka Cipta
- Ash-Shiddieq, F. N. T., & Saraswati, T. G. (2014, Desember 1). *Pengaruh celebrity endorser Valentino Rossi terhadap brand image sepeda motor Yamaha (Studi pada mahasiswa Fakultas Komunikasi dan Bisnis Universitas Telkom)*. *eProceedings of Management*, 1(3).
<https://openlibrarypublications.telkomuniversity.ac.id/index.php/management/article/view/3906>.
- Belch, G. E., & Belch, M. A. (2018). *Advertising and promotion: An integrated marketing communications perspective* (11th ed.). McGraw-Hill Education.
- Burhendi, A., Suryani, E., & Sari, D. (2019). Hybrid learning model sebagai strategi optimalisasi sistem pembelajaran di era revolusi industri 4.0. *Jurnal Media Stima*, 14(2), 1–8.
- Cresswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). SAGE Publications.
- Cutlip, S. M., Center, A. H., & Broom, G. G. (2006). *Effective public relations* (9th ed.). Prentice Hall.
- Djafarova, E., & Rushworth, C. (2017). *Exploring the credibility of online celebrities' Instagram profiles in influencing the purchase decisions of young female users*. *Computers in Human Behavior*, 68, 1–7.
- Edelman. (2023). *2023 Edelman trust barometer: Global report*. Edelman. Retrieved from <https://www.edelman.com/trust-barometer>
- Erdogan, B. Z. (1999). Celebrity endorsement: A literature review. *Journal of Marketing Management*, 15(4), 291-314.
- Fill, C., & Turnbull, S. (2019). *Marketing communications: Discovery, creation and conversations* (7th ed.). Pearson.
- Google Trends. 2025.
- Gumiyati, & Lubis, A. (2020). Strategi marketing public relations hotel santika premiere bintaro dalam meningkatkan loyalitas pelanggan. [Unpublished manuscript].
- HubSpot. (2023). *The ultimate guide to public relations*. Retrieved from <https://blog.hubspot.com/marketing/public-relations>
- Hughes, C., Swaminathan, V., & Brooks, G. (2019). *Driving brand engagement through online social influencers: An empirical investigation of sponsored blogging campaigns*. *Journal of Marketing*, 83(5), 78–96.
<https://doi.org/10.1177/0022242919854374>.
- Indriningtiyas, D. (2022). Brand Ambassador Artis Korea pada E-commerce di Indonesia. *Jurnal Perspektif Komunikasi*, 6(2). Retrieved from <https://doi.org/10.24853/pk.6.2.219-230>.
- Jaelani, D., Herdiana, D., & Yusuf, A. (2023). Pengaruh pemasaran celebrity endorsement

- pada media sosial Instagram terhadap minat beli pada produk pakaian kaum wanita Generasi Z di Kota Karawang. *Economic Reviews Journal*, 3(3), 1–?*.
<https://doi.org/10.56709/mrj.v3i3.287>.
- Jakawardhana, R. (2025). *Panduan perawatan kulit usia lanjut*. Jakarta: Sinar Medika.
- Keller, K. L. (2009). *Building strong brands in a modern marketing communications environment*. *Journal of Marketing Communications*, 15(2–3), 139–155.
<https://doi.org/10.1080/13527260902757530>.
- Kotler, P., & Keller, K. L. (2009). *Manajemen pemasaran* (13th ed., Vol.1). Jakarta: Erlangga.
- Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson.
- Lea-Greenwood. 2012. *Fashion Marketing Communications E-book*. Somerset, NJ, USA: Wiley.
- Leticia, K. (2024, December 30). Fantastis! Segini bayaran Song Hye Kyo untuk jadi bintang iklan, barang yang dipromosikan bisa langsung sold out. *RuangBogor.com*. Retrieved from
<https://ruangbogor.com/detail/5615/fantastis-segini-bayaran-song-hye-kyo-untuk-jadi-bintang-iklan-barang-yang-dipromosikan-bisa-langsung-sold-out>.
- Lou, C., & Yuan, S. (2019). Influencer Marketing: How Message Value and Credibility Affect Consumer Trust of Branded Content on Social Media. *Journal of Interactive Advertising*, 19(1), 58-73.
- Lumeno, M., & Yusrin, N. A. (2024). Pengaruh Viscap Brand Ambassador dan Loyalitas Penggemar terhadap Brand Image Scarlett di Media Sosial Tiktok (The Influence of Ambassador's Brand Viscap and Fans' Loyalty Brand Image Scarlett at Tiktok Social Media). *Studi Ilmu Manajemen dan Organisasi (SIMO)*, 5, 58.
<https://doi.org/simo.v5i1.3087>
- Madarina, D. (2025). *Pentingnya kolagen sejak usia muda*. Horizon Clinic Report.
- McCracken, G. (1989). Who is the celebrity endorser? Cultural foundations of the endorsement process. *Journal of Consumer Research*, 16(3), 310-321.
- Metro TV News. (2024). *Kolagen dan pentingnya untuk kesehatan kulit dan tulang*.
<https://www.metrotvnews.com>
- Miftah, M. (2019). Strategi komunikasi efektif dalam pembelajaran. *Jurnal Teknodik*, 12(2), 084–094. <https://doi.org/10.32550/teknodik.v12i2.473>.
- Muktisari, S. A. (2024, October 14). 5 aktor dan aktris Korea dengan bayaran paling mahal di 2024, ada Kim Soo Hyun hingga Song Hye Kyo. *Beautynesia.id*. Retrieved from
<https://www.beautynesia.id/life/5-aktor-dan-aktris-korea-dengan-bayaran-paling-mahal-di-2024-ada-kim-soo-hyun-hingga-song-hye-kyo/b-295984>.
- Nielsen. (2021). *Global marketing report: Trends in consumer behavior and brand perception*. Nielsen Holdings.
- Nurdin, M., & Hartati, S. (2019). *Metodologi penelitian sosial*. Kencana Prenada Media.
- Rahmat, Z. (2022). Marketing Public Relations (MPR) sebagai strategi pemasaran yang efektif di tengah pandemi covid-19. *Jurnal Pajak dan Keuangan Negara*, 4(1S), 315-325.

- Rossiter, J. R., & Percy, L. (1987). *Advertising and promotion management*. McGraw-Hill.
- Rossiter, J. R., Percy, L. & Bergkvist, L. (2018). *VisCAP Model of Presenter Selection*. In Marketing Communications: Objectives, Strategy, Tactics.
- Royan, F. (2004). Marketing selebriti: Strategi memenangkan persaingan dengan iklan yang efektif. Elex Media Komputindo.
- Rosyida, N. Z. (2025, June 11). *27 drama Korea dan 12 film yang dibintangi Song Hye Kyo selain The Glory, ada The Glory 2, Worlds Within*. WarnaNusa.
<https://www.warnanusa.com/hiburan/pr-8356396875/27-drama-korea-dan-12-film-yang-dibintangi-song-hye-kyo-selain-the-glory-ada-the-glory-2-worlds-within>.
- Sugiyono. (2006). *Metode penelitian kuantitatif, kualitatif dan R&D*. Alfabeta.
- Sugiyono. (2018). *Metode penelitian pendidikan: Pendekatan kuantitatif, kualitatif, dan R&D* (4th ed.). Alfabeta.
- Safitri, S. D., & El-Adawiyah, S. (2023). Implementation of Marketing public relations at PT Kapitol Era Mas. *Educationist: Journal of Educational and Cultural Studies*, 2(1), 280–290. Retrieved from
<https://jurnal.litnuspublisher.com/index.php/jecs/article/view/132>.
- Sari, D., & Hutabarat, S. (2020). Pemanfaatan media sosial sebagai sarana promosi. *Jurnal Ilmiah Manajemen dan Bisnis*, 21(2), 1–10.
<https://media.neliti.com/media/publications/292594-pemanfaatan-media-sosial-sebagai-sarana-18569ae5.pdf>.
- Sari, D. P., & Yuliati, E. (2021). Respon konsumen generasi Z terhadap penggunaan artis Korea sebagai bintang iklan e-commerce Indonesia. *Jurnal Manajemen dan Bisnis (JMB)*, 10(2), 123-135. Retrieved from
<https://download.garuda.kemdikbud.go.id/article.php?article=3367092>.
- Sembiring, M. A. E., Maulina, T. F., Harahap, M. Y., & Fharisi, M. (2024, August 14). Peran public relation dalam membangun brand awareness di era digital. *Triwikrama: Jurnal Ilmu Sosial*, 4(9), 31–40. <https://doi.org/10.6578/triwikrama.v4i9.5272>.
- Shimp, T. A. (2010). *Advertising, promotion, and other aspects of integrated marketing communications* (8th ed.). South-Western Cengage Learning.
- Shimp, T. A., & Andrews, J. C. (2014). *Advertising promotion and other aspects of integrated marketing communications* (9th ed.). South-Western Cengage Learning.
- Spry, A., Pappu, R., & Cornwell, T. B. (2011). Celebrity endorsement, brand credibility and brand equity. *European Journal of Marketing*, 45(6), 882–909.
https://www.researchgate.net/publication/49516132_Celebrity_endorsement_brand_credibility_and_brand_equity.
- Tan, H. H. (2024, December 25). South Korean actress Song Hye-kyo is the face of Collagena Sterilised Milk. *Mini Me Insights*. Retrieved from
<https://www.minimeinsights.com/2024/12/25/south-korean-actress-song-hye-kyo-is-the-face-of-collagena-sterilised-milk/>.

-
- The Staff. (2022, March 3). After a Decade as the Face of Laneige, Brand ambassador Song Hye Kyo Signs on with Sulwhasoo. Brandinginasia.com. Retrieved from <https://www.brandinginasia.com/song-hye-kyo-sulwhasoo/>.
- Thomas, L., P., T. (2006). *The marketer's guide to public relations in the 21st century*. Texere.
- Thomson, M., MacInnis, D., & Park, C. W. (2005). *The ties that bind: Measuring the strength of consumers' emotional attachments to brands*. *Journal of Consumer Research*, 32(4), 673–689.
- Tjahyadi, R. A. (2010). Brand Trust dalam Konteks Loyalitas Merek: Peran Karakteristik Merek, Karakteristik Perusahaan, dan Karakteristik Hubungan Pelanggan-Merek. *Jurnal Manajemen Maranatha*, 6(1), pp. 65–78. <https://doi.org/10.28932/jmm.v6i1.226>.
- Universitas Siliwangi. (2022). Peran brand ambassador dalam pemasaran produk. Diakses dari <https://repositori.unsil.ac.id/>.
- We Are Social. (2024). Digital 2024: Indonesia. We Are Social. <https://datareportal.com/reports/digital-2024-indonesia>.