

# The Influence Of Franchisor's Brand Image On Franchisee Trust And Its Impact On Franchisee Intention To Remain In Franchise System

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**Abstract:** Franchisee is the party that play important role in the franchising, because most of franchise outlets managed and operated by franchisees. Nevertheless in the process of business operating there would be the conflict of interests between franchisor as the owner of brand with the franchisee as the buyer of franchisor's brand to operating retail outlet and bound with futures contract. Therefore franchisee trust is needed in order to maintain franchisee intention to remain in franchise system. One of the most important elements in franchising is franchisor's brand image because basically franchisee is selling the brand. Therefore this study aims to examine franchisee intention to remain in franchise system through franchisee trust that influenced by franchisor's brand image. This study is conducted in Aceh province, Indonesia. Using causality-explanatory approach, with primary data in the form of perception, opinions and attitude of 134 franchisees as individual research object. The method of data collection is survey using questionnaire. Regarding time dimension is one shot study. Partial Least Square is used to analyze the data. The result shows that franchisor's brand image have a positive significant influence greater through franchisee trust than a direct influence of franchisor's brand image to franchisee intention to remain in franchise system.

**Keywords:** Franchisee, Franchisee Intention to Remain in Franchise System, Franchisor's Brand Image, Franchisee Trust

## 1. INTRODUCTION

Franchise is one of many retail business format and become popular in the last decade around the world including Indonesia. Research of Dant, et.al., (2011), proposed the economic impact of franchising in several country as seen on table 1 below:

**Tabel 1.**  
*Economic Impact of Franchising in the Economy*

| Country  | Number of system | Number of outlets | Economic impact on the economy | Percent of retailing sector |
|--|------------------|-------------------|--------------------------------|-----------------------------|
| USA  | 3.000            | 901.093           | USD 2,1 trillion               | 40,90%                      |
| China  | 2.600            | 200.000           | USD 63 billion                 | 3,00%                       |
| India  | 1.150            | 70.000            | USD 4 billion                  | 1,60%                       |
| Brazil   | 1.643            | 79.988            | USD 36 billion                 | 15,65%                      |
| Russia   | 595              | 28.044            | Not available                  | Not available               |
| Australia  | 1.025            | 69.000            | USD 138,8 billion              | 52,80%                      |
| Germany  | 980              | 65.500            | USD 79 billion                 | 32,00%                      |
| Source : Dant, et.al., (2011)                              |                  |                   |                                |                             |
| Indonesia  | 1.700            | 150.000           | Not available                  | Not available               |
| <b>Source : Indonesian Franchise Associatin (AFI),2012</b> |                  |                   |                                |                             |

Based on data from Indonesia Franchise Association (AFI) Indonesian franchise growing in some aspect such as in the number of system, number of outlet, labor absorption and economic impact. The number of system Indonesian franchise growing rapidly, even since 2010 has more than foreign franchise. In 2014 the number of Indonesian franchise continuous to grow until 1.700 number of system while foreign franchise 400 number of system.

Nevertheless the growth of local franchise are not followed yet with its endurances, but emerging new franchise while existing franchise not survive. Unfortunately 90 percent of local franchise are still in *business opportunity* (BO) category. BO is characterized by several drawbacks such as weakness in brand image, small-medium enterprise with the weakness of capital and management (AFI,2012). For franchisee before entering into franchise contract, he/she will learn everything related to franchise system, primarily related to franchisor's brand image in the market. Ghantous and Jaolis (2013), stated that the franchisor's brand is one of two basic constituents of the franchise package that franchisees buy into and one of the major resources that franchisees seek when engaging in a franchise agreement. Raharjo (2013), said actually franchise is selling the brand. A franchising system as a form of business that deals with brands should be concerned about *brand image* (Motairi, et.al., 2013). Previously Baldauf, et.al., (2009), stated that brands create value for all constituents of the value chain (i.e. manufacturers, wholesalers, retailers and customers). Zeynalzalde (2012), shows that brand image influencing current and future purchasing. Therefore the superior of brand image is needed in the franchising in order to increase brand adoption (Motairi, 2013), franchisee trust (Chen, 2009; Hoq, 2010) and influence to franchisee intention to remain in franchise system (Chiou, et.al., 2004). Most previous research related to brand image reviewing brand image from customer perspective, nevertheless still lack of brand image research from business to business perspective. As cited by Jones (2005) that discussion of brands have, up until now, been almost solely concerned with consumer markets. A number of recent publications have however, begun to seriously look at the application of the brand concept to business to business (b2b) markets. These works reflect the growing consensus that the branding is not only useful, but also powerful in examining and explaining relationships and value creation in all business relationships. A relationship that requires high level of trust is generally tied in a contract agreement as well as in franchising. Eser (2011), said that trust issues are the focal points within franchisor-franchisee relationship. Under the condition of high trust, both parties work successfully, otherwise, low trust could destroy the

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franchising business. Thomson (2011), found that conflict management issues in the franchise sector has revealed an extraordinary level of distrust between franchisees and their franchisor. A parable about trust in franchisor-franchisee relationship has found by Lawrence and Kaufmann (2011) that illustrated in the story as follows:

*“A scorpion needs to get across the river, and says to the frog, carry me across the river, and the frog says, you know, no. You’ll sting me and I’ll die. The scorpion said, well no, once we get on the river, if I sting you, we’ll both die; I’ll drown. So the frog says, okay, and they get halfway across. The scorpion stings him and he says, why did you do that? He says, I’m a scorpion, it’s what I do. Well the scorpion’s the franchisor and the frog’s franchisee – Collin.”*

Anwar, et.al., (2011), revealed, to maintain long term relationship trust is considered as one of the key variables. Loyalty is developed if there is an element of trust. Trust is also a confidence that makes one brand preferred another. Therefore this study aims to examine the influence of franchisor’s brand image on franchisee trust and its impact to franchisee intention to remain in franchise system. Take a survey in Aceh province because Aceh is an area where franchising growing rapidly in last ten years. Until 2014, there are 36 franchise systems (brands) have been operating in Aceh. And empirical evidence revealed in the last three years, 33,3% franchise outlets did not operate again, although the level of competition in Aceh market low relatively and change into others business. Therefore the question arises related to franchisee intention to remain in franchise system.

## 2. LITERATURE REVIEW

### 2.1. Franchisor’s Brand Image

In business to business (b2b) context, as cited by Matthiesen and Phou (2009), a strong brand image can be reducing differences brand risk perception among channel members. Brand perception differ across channel members. There appears to be a mismatch in the perceptions of wholesalers and retailers that might constitute a source of brand image inconsistencies. Therefore building strong brand is a necessity for franchisor. Keller (1993), define brand image is a perception about a brand held in consumer memory. Brand image relates association (e.g. attributes, benefits and attitudes). Shimp (2000), posed brand image is association that appear in consumer’s mind while considering a particular brand. Association can be conceptualized based on : 1)types 2)endorsement 3)strength 4)uniqueness. Furthermore the strong brand enable manufacturers get trust directly from retailer and agents in the market. Then Nandan (2005), stated brand image refers to consumer perception and encompasses a set of beliefs that consumer have about the brand. Brand image is essential ingredient of strong brand and one of elements to maintain brand loyalty. Gregory and Wiechmann (2001) stated there are 10 keys in order to build a strong brand, that are: 1)coherence 2)consistency 3)credibility 4)integration 5)differentiation 6)risk 7)support 8)focus 9)relevance 10)leadership. According to Aaker (2011), the strong brand certainly has a different value that is done through branded differentiators while compared with other

brands. Brand differentiators is features, ingredients or technology, services or program which creates a meaningful point of differentiation for the brand offered for a long period and actively managed. In this research the construct of franchisor’s brand image is developed through concept of brand image from some previous research related brand image. Motairi (2013), propose dimension of brand image are functional image, affective image and reputation. Mourad, e.al., (2010), building brand image dimension there are: 1)service attributes, consist of price, perceived quality, after sales service 2)symbolic attributes, consist of personality, social image, positioning 3)provider attributes, consist of relationships, location, country of origin, staff. Recognizing that brand image is perception about a brand, therefore in franchising it is argued that franchisor’s brand image from franchisee perspective is franchisee’s perception about franchisor’s brand related to price attributes, product attributes, service attributes, symbolic attributes and provider attributes. These attributes will serve as an important potential influence on overall franchisor’s brand image.

### 2.2 Franchisee Trust

As Choi et.al., (2012) cited, trust appears to play a key role is stimulating inter organizational learning and creating competitive advantages trustworthy behavior occurs only when transactions are embedded in tight social networks where malfeasance is discouraged. Davies, et.al., (2011), stated *trust* can be defined as franchisee confidence in accepting a calculated level of risk with the franchisor, allowing franchisees to cope with vulnerability in their relationships with their franchisors. This calculation of trust is based on criteria of trustworthiness. Competency and integrity as potential criteria. The importance of franchisee trust is that it is likely to be reciprocated by the franchisor, leading to direct salutary effects within the relationship. Mutual trust reduces the costs arising from the distractions of close monitoring designed to prevent opportunism. Previous studies tended to consider trust as a multi-dimensional concept, there is no general agreement about the number and nature of its dimension. This study adopts the dimension of trust from Choi, et.al., (2012), because it is considered the most appropriate in order to measure franchisee trust about their franchisor. Trust has two major dimensions, *rational trust* (calculative-based) and *relational trust* (affective based). Rational trust is the perception that the trustor has about the partner’s ability to produce the desired outcomes. Thus, trust is formed when a partner is reliable, honest, fair and sincere and/or has ability. Relational trust, involves reciprocated interpersonal care and concern for the other party, subjective feelings of security against being exploited, and the comfort and assurance that one’s interests are being served by another party. Thus relational trust refers to a situation in which one partner is interested in the other partner’s welfare and motivated to seek joint gains. This form of trust is developed when the parties effectively understand each other’s desires and wants and when there is alignment of their goals.

### 2.3. Franchisee Intention to Remain in Franchise System

The concept of intention to remain in franchise system (ITR), first was introduced by Morrison (1997), using four dimension of ITR there are: thought of quitting, intention to search, evaluation of alternative intention to quit and subsequent turnover. The result indicate that all dimension of ITR, have

negative significant effect to franchisee job satisfaction. Furthermore Chiou, et.al., (2004), have found the positive significant effect of trust on franchisee intention to remain in franchise system. For measuring ITR, Chiou, et.al., (2004), using three dimension, there are: intention, resistance to change and positive word of mouth effect. According to Chiou, et.al., this study try to add one dimension that is *franchisees sense of belonging* on their business which adopted from Hoffman, et.al., (2003), sense of belonging as the experience of personal involvement in a system or environment so that person feel themselves to be an integral part of that system or environment. Newman, et.al., (2007), found that sense of belonging is the basis for identifying a person's membership in a group and have some behavioral consequences. A sense of belonging contain cognitive, affective and behavioral elements. The explanation which have been mentioned above, also applies for franchisee. Therefore this study using four dimension for franchisee intention to remain in franchise system, there are: intention, resistance to change, positive word of mouth and franchisee sense of belonging.

### 3. METHODOLOGY

#### 3.1. RESEARCH DESIGN AND DATA SAMPLING TECHNIQUE

This study applies causality method which uses correlation and influence between exogenous and indigeneous variables along with the factors related to those variables. Population of this study is all franchisee which have outlet in Aceh province, and the member of population is 175 franchisees. Sample in this study is 134 franchisee having outlet, in Aceh province, Indonesia. Sample size is determined according to minimum sample iterative formula (Sitepu, 1994) which consists of following steps:

First iteration:

$$U\rho = \frac{1}{2} \ln \left( \frac{1+\rho}{1-\rho} \right)$$

Where:

- $Z_{1-\alpha}$  = constant from normal distribution table
- $Z_{1-\beta}$  = constant from normal distribution table
- $\alpha$  = error type 1
- $\beta$  = error type 2
- $\rho$  = minimum correlation

To second iteration and so on:

$$n = \frac{(Z_{1-\alpha} + Z_{1-\beta})^2}{(U\rho)^2} + 3$$

$$U\rho = \frac{1}{2} \ln \left( \frac{1+\rho}{1-\rho} \right) + \frac{\rho}{2(n-1)}$$

Where:

If the minimum sample size in the first iteration and the second is equal to the unit number, then calculation of the iteration is stopped. Whereas if the value is not the same, then the iterative calculation is continued again with the second iteration formula until the sample size is defined as the value of the unit. By estimating the smallest coefficient  $\rho=0.30$  with  $\alpha=0.05$  and  $\beta=0.05$ , obtaining minimum sample size in this study is 115 respondents. The author spread 150 questionnaire to ensure completeness of data and to avoid the missing data. Finally all 134 completed questionnaires were

returned. All questionnaires items are measured using five Likert scale ranging from 1=much worse to 5=much better. The data were analyzed using Structural Equation Modelling (SEM) based variances or components, i.e. using Partial Least Square (PLS) with Smart PLS version 2.0.

The research hypothesis is as follows:

- H<sub>1</sub>** : Franchisor's brand image have a significant effect on franchisee trust.
- H<sub>2</sub>** : Franchisor's brand image have a significant effect on franchisee intention to remain in franchise system.
- H<sub>3</sub>** : Franchisee trust have a signifiant effect on franchisee intention to remain in franchise system.
- H<sub>4</sub>** : Franchisor's brand image through franchisee trust have a significant on franchisee intention to remain in franchise system.

#### 3.2. ANALYSIS OF RESULT AND DISCUSSION

In this study, using three latent variables, there are: *first*, brand image with five manifest variables and 19 indicators, *second*, franchisee trust with two manifest variables and 10 indicators, *third*, franchisee intention to remain in franchise system with four manifest variables and 9 indicators. From measurement model as shown in figure 1, the loading factors of second order and first order of full model can described as follows:

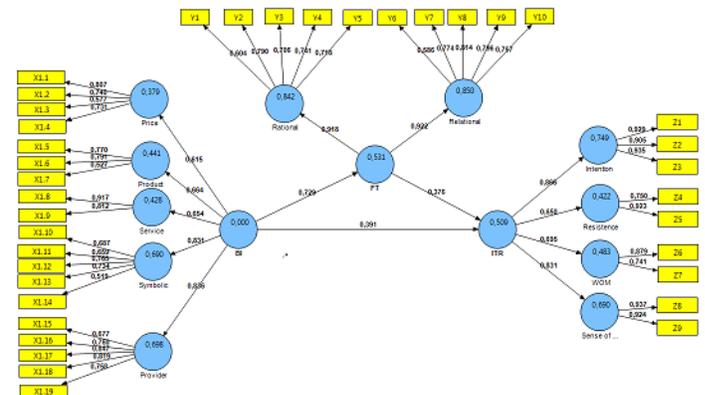


Figure 1. Full Model Diagram

Furthermore through loading factors that available in figure 1, validity and reliability test could be done. According the rule of thumb from Hair (2010), factor loading  $\pm 0.50$  or greater are considered practically significant. Then composite reliability considered satisfactory is greater than 0.70. The result shows that all indicators of franchisor's brand image, franchisee trust and franchisee intention to remain in franchise system are appropriate construct for those variables with loading factor more than 0.50 and composite reliability more than 0.70. For more details through first and second order testing summary, can be assessed the condition of each indicators for every variables.

**Table 2.***Summary of Franchisor's Brand Image First Order Measurement*

| Dimension          | Indicator | Loading Factor | CR    | AVE   |
|--------------------|-----------|----------------|-------|-------|
| Price attribute    | X1        | 0.807          | 0.808 | 0.516 |
|                    | X2        | 0.740          |       |       |
|                    | X3        | 0.577          |       |       |
|                    | X4        | 0.731          |       |       |
| Product attribute  | X5        | 0.770          | 0.744 | 0.499 |
|                    | X6        | 0.791          |       |       |
|                    | X7        | 0.527          |       |       |
| Service attribute  | X8        | 0.917          | 0.857 | 0.750 |
|                    | X9        | 0.812          |       |       |
| Symbolic attribute | X10       | 0.687          | 0.807 | 0.460 |
|                    | X11       | 0.659          |       |       |
|                    | X12       | 0.765          |       |       |
|                    | X13       | 0.734          |       |       |
|                    | X14       | 0.519          |       |       |
| Provider attribute | X15       | 0.677          | 0.882 | 0.600 |
|                    | X16       | 0.760          |       |       |
|                    | X17       | 0.847          |       |       |
|                    | X18       | 0.819          |       |       |
|                    | X19       | 0.758          |       |       |

**Table 3***Summary of Franchisee Trust First Order Measurement*

| Dimension        | Indicator | Loading Factor | CR    | AVE   |
|------------------|-----------|----------------|-------|-------|
| Rational trust   | Y1        | 0.604          | 0.838 | 0.510 |
|                  | Y2        | 0.790          |       |       |
|                  | Y3        | 0.706          |       |       |
|                  | Y4        | 0.741          |       |       |
|                  | Y5        | 0.718          |       |       |
| Relational trust | Y6        | 0.586          | 0.864 | 0.563 |
|                  | Y7        | 0.774          |       |       |
|                  | Y8        | 0.814          |       |       |
|                  | Y9        | 0.796          |       |       |
|                  | Y10       | 0.757          |       |       |

**Table 4***Summary of Intention to Remain in Franchise System First Order Measurement*

| Dimension            | Indicator | Loading Factor | CR    | AVE   |
|----------------------|-----------|----------------|-------|-------|
| Intention            | Z1        | 0.929          | 0.945 | 0.852 |
|                      | Z2        | 0.905          |       |       |
|                      | Z3        | 0.935          |       |       |
| Resistance to change | Z4        | 0.750          | 0.827 | 0.707 |
|                      | Z5        | 0.923          |       |       |
| Positive WOM         | Z6        | 0.879          | 0.794 | 0.660 |
|                      | Z7        | 0.741          |       |       |
| Sense of belonging   | Z8        | 0.937          | 0.928 | 0.866 |
|                      | Z9        | 0.924          |       |       |

Based on the result from first order confirmatory factor analysis, as shown at table 2, table 3 and table 4, it can be seen the loading factor value of each indicator greater than 0.50. It's mean that all indicators are valid measurement for measure each dimension. The composite reliability (CR) value of each dimension are greater than 0.70 . It's indicates that indicators have consistency in measuring each dimension. And the value of average variance extracted (AVE) of all dimension are greater than 0.45, indicates that on average more than 45% of the information which is attached to each indicator can be represented through dimensions. Likewise, in the second order measurement model, every dimension have loading factor value greater than 0.50. Its mean that all dimension are valid in measuring of latent variable. The value

of composite reliability (CR) also greater than 0.70, indicates all dimension have consistency in measuring the latent variable. And the value of average variance extracted (AVE) for all dimension are greater than 0.45 indicates that on average more than 45% of the information contained in each dimension can be represented by every latent variable. Furthermore the structural model is used in order to testing hypotesis. The result can be displayed as follows:

**Table 5.***Result of hypothesis testing*

| Relation          | Std. Dev. | t <sub>statistic</sub> | Coefficien t | R <sup>2</sup> |
|-------------------|-----------|------------------------|--------------|----------------|
| Image → Trust     | 0.0446    | 16.340                 | 0.729        | 0.531          |
| Image → Intention | 0.0969    | 4.038                  | 0.391        | 0.509          |
| Trust → Intention | 0.112     | 3.357                  | 0.376        |                |

$$*t_{table} = 1.96$$

Based on table 5.the hypothesis testing can be testable:

**H<sub>1</sub>** : Franchisor's brand image have a significant effect on Franchisee trust

As result on table 5, the value of  $t_{statistic}=16.340$  is greater than  $t_{critical}=1.96$ , with error rate 5%, thus **H<sub>1</sub>** is approved. It's mean that franchisor's brand image have a significant influence on franchisee trust.  $R^2=0.531$  means variants of franchisee trust can be explained by franchisor's brand image as much as 53.1%. The direct effect of franchisor's brand image on franchisee trust is  $(0.729)^2=0.531$ . This result describing the strong influence of franchisor's brand image on franchisee trust.

**H<sub>2</sub>** : Franchisor's brand image have a significant effect on franchisee intention to remain in franchise system

As result on table 5, the value of  $t_{statistic}=4.038$  is greater than  $t_{critical}=1.96$ , with error rate 5%, thus **H<sub>2</sub>** is approved. It's mean that franchisor's brand image have a significant influence on franchisee intention to remain in franchise system. The direct effect of franchisor's brand image on franchisee intention to remain in franchise system is  $(0.391)^2=0.153$ . This result describing the moderate influence of franchisor's brand image to franchisee intention to remain in franchise system.

**H<sub>3</sub>** : Franchisee trust have a significant effect on franchisee intention to remain in franchise system

As result on table 5, the , the value of  $t_{statistic}=4.038$  is greater than  $t_{critical}=1.96$ , with error rate 5%, thus **H<sub>3</sub>** is approved. It's mean that franchisee trust have a significant influence on franchisee intention to remain in franchise system. The direct effect of franchisee trust on franchise intention to remain in franchise system is  $(0.376)^2=0.141$ . This result describing the moderate influence of franchisee trust on franchisee intention to remain in franchise system.

**H<sub>4</sub>** : Franchisor's brand image through franchisee trust have a significant effect on franchisee intention to remain in franchise system

As result through Sobel test statistic = 3.289 is greater than  $t_{critical} = 1.96$ , thus franchisor's brand image through franchisee trust have a significant influence on franchisee intention to

remain in franchise system. As for the indirect effect is  $(0.729 * 0.376) = 0,274$ . This result indicates that through franchisee trust, the franchisor's brand image give moderate influence on franchisee intention to remain in franchise system.

#### 4. CONCLUSION

From the result of calculation and data processing the researcher find out that franchisor's brand image play important role in franchising, especially in franchisor – franchisee relationship, give strong contribution to build franchisee trust and furthermore give impact on franchisee intention to remain in franchise system. In order to maintain the sustainability of franchise business, franchisor's brand image is one of most important aspect that have to get best attention by franchisor. Building superior brand image can increase franchisee trust and furthermore give positive impact on franchisee intention to remain in franchise system. Likewise superior franchisor's brand image can attract the potential franchisee to buy and making franchise agreement.

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