

# Franchising Strategy for Strengthening Brand Equity at Janji Jiwa Coffee Shop

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## Abstract

**Purpose:** This study analyzes the effectiveness of franchising strategy as a tool for strengthening brand identity and accelerating business growth at Kopi Janji Jiwa in Indonesia's food and beverage sector.

**Research Methodology:** This research uses a qualitative descriptive approach through document analysis, field observations, and in-depth interviews with franchise management and business partners. Data were analyzed thematically to identify key strategic patterns in brand strengthening and outlet expansion.

**Results:** The findings indicate that Janji Jiwa's franchising strategy significantly strengthens brand competitiveness through consistent visual identity, standardized taste quality, intensive partner training, trend-driven menu innovation, and digital promotion. Strategic location selection based on market analysis also enhances brand penetration and accelerates outlet network expansion. These elements jointly contribute to increasing customer loyalty and expanding market reach.

**Conclusions:** The franchising model implemented by Janji Jiwa successfully expands its business network, strengthens brand identity, and builds long-term customer loyalty. A structured operational system, strong partner support, and continuous innovation are key success factors.

**Limitations:** This study is limited to a single brand case, so the results cannot be fully generalized to all franchise businesses.

**Contribution:** This research provides practical insights for franchise business actors in designing sustainable brand strengthening strategies through standardized systems, partner empowerment, and innovation management.

**Keywords:** *Brand Strengthening, Franchise Strategy, Janji Jiwa, Loyalty, Network Expansion*

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## 1. Introduction

Micro-phenomena in the field show the extent to which the "coffee" culture has become an important part of the identity of Indonesia's younger generation. A phenomenological study conducted in Salatiga City by Suryani and Kristiyani (2021) found that coffee shops are not just a place to buy caffeinated drinks, but are considered a social space that supports the existence and self-actualization of young people through the value of comfort, prestige, and contemporary lifestyle practices. In addition, quantitative research by Vivian (2020) on Gen Z's consumptive behavior towards coffee revealed that the majority of respondents with a moderate to high level of hedonistic lifestyle showed that considerations of pleasure and social image were often more dominant than the functional aspects of the product when choosing coffee. Recent surveys also support this picture (O'Connor, Smith, & James, 2017; Tonkin & Midgley, 2016).

The Jakpat survey for the December 2024 period noted that 66% of Gen Z respondents stated that they drink coffee every day, and that coffee is more than just a drink but part of their social interaction and visual lifestyle on social media. These lifestyle trends are harvested by F&B business actors, especially coffee shop chains that compete to provide the concept of grab and go, plus an instagramable ambience (Purnomo, 2018; Rodríguez, Alcalde-Heras, & Iñigo, 2024). Consequently, the retail coffee outlet chain has grown exponentially (Mubarok & Hidayat, 2024; Münster, 2025). For example, printed 1 100 outlets just four years after its founding and led the national market (Surya, Andriani, & Fariadi, 2024). This super-rapid expansion would have been impossible without a franchise model that allows the replication of outlets with standardized brand controls.

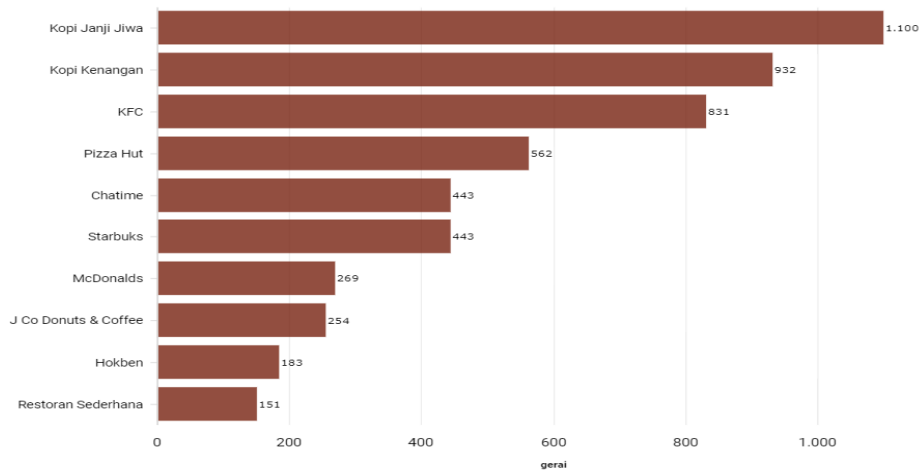


Figure 1. Restaurants with the most outlets  
Source: databoks in 2022

Kopi Janji Jiwa also topped the Top *Brand Index* for coffee shop products in 2021.

Table 1. Data *Top Brand Index* Fase 1 2021

Coffee Shop		
Brand	TBI 2021	
Janji Jiwa	39.5%	TOP
Kenangan	36.7%	TOP
Kulo	12.4%	TOP
Fore	6.4%	
Furo	3.1%	

Source: Comparison of Top Brand Index Coffee Shop Category (2025)

At the industry level, the culinary sector still dominates the franchise portfolio in Indonesia, with a contribution of 47.8% of the total national franchise business units, generating a turnover of IDR 143.25 trillion in 2024, and absorbing as many as 97,872 workers (Wire, 2022). Globally, the International Franchise Association (2023) projects that the franchise sector will create an additional 254,000 new jobs, confirming the strategic position of this business model as a driver of economic growth at both the national and international levels. Although quantitative research on Janji Jiwa has highlighted the determinants of purchasing decisions, ranging from product quality to price perception (Surya et al. (2024) and the impact of customer experience on brand equity (Fahrezi and Candiwan (2024), there are still limited qualitative studies that explore how franchise strategies function as a brand-strengthening instrument.

The up-to-date literature on *Brand Relationship Quality* in the context of franchising is even just beginning to outline the importance of the emotional bond between franchisors and consumers as an intangible resource that is difficult to imitate (Putri & Cahyani, 2024). Based on this gap, this study aims to: What are some of the key strategies of the Janji Jiwa franchise that help maintain the consistency of the brand experience? How is the process of accelerating store openings carried out, and

what is its impact on brand strength? How can the relationship between franchise strategy, brand relationship quality, and customer loyalty be explained in a single model? The findings of this study are expected to enrich the perspectives of practitioners and prospective franchisees in designing brand value-based partnership schemes and present theoretical contributions to franchise marketing research in Indonesia.

## 2. Literature Review

A franchise is a system of distribution of goods and/or services in which the brand owner (*franchisor*) gives the right to another party (*franchisee*) to run a business using certain trademarks, systems, and operational support within a certain period and under certain conditions (Kotler & Keller, 2016). In Indonesia, a franchise is defined in Government Regulation No. 42 of 2007 as a special right owned by an individual or business entity to a business system with certain business characteristics, which is then given to business partners to run the business according to the agreement (Burhanuddin, 2021; Toni, 2025; Triasih & Muryati, 2020).

Based on this framework, several previous studies have examined various aspects related to the implementation of the franchise system in the coffee industry, especially in the *Janji Jiwa Coffee brand*. These studies include the dimensions of the relationship between franchisors and franchisees, marketing strategies, and consumer perception of brand image (E. Lee, Kim, & Rhee, 2021; Nyadzayo, Matanda, & Ewing, 2016). For example, Guntarayana (2022) conducted a SWOT analysis of the marketing strategy of *Janji Jiwa Coffee Shop* in Blitar and emphasized the importance of the *Strengths-Opportunities* (SO) approach as a determinant of success. Meanwhile, Hariyani (2021) highlights the complexity of the relationship between franchisors and franchisees, emphasizing the importance of balancing control and trust. Sira and Jatisidi (2021) offer a new dimension through a semiotic approach by analyzing the meaning of the *Kopi Janji Jiwa logo* from denotative and connotative perspectives.

Various methodological approaches and study focuses also enrich the research on coffee franchises. Prasiyuda, Lestari, Putra, and Rofianto (2020) explore the role of *Coffee Shop Janji Jiwa* and *Coffee Et Bien* as representatives of MSMEs in strengthening the local economy in Metro City. Nurcahyani and Soejarminto (2023) focused on the consumer side by analyzing the influence of promotion, price, and product quality on purchase decisions. Yuningtyas (2023) raised digital marketing communication strategies through the Instagram platform using a communication mix model. In contrast, Baldina and Masyuk (2020) emphasize the diversity of franchise business models, distinguishing between a pure franchise system and a product distribution system. Consumer perspectives were also examined by Hafni (2020), who studied Hafni (2020) students' perceptions of *the brand image of Kopi Janji Jiwa*.

In addition, the 7P marketing mix approach, which includes *Product, Price, Place, Promotion, People, Process, and Physical Evidence*, is also relevant in analyzing the marketing strategy of a coffee shop franchise (Aduana, Angeles, Angeles, & Fabian, 2024; Jannah, Sumarwan, & Hasannah). These seven elements allow for a more comprehensive assessment of how franchisors and franchisees manage their marketing combinations to create value for customers while maintaining a competitive advantage in a dynamic market (Y.-K. Lee, Kim, & Seo, 2015). Although various contributions have been made, most studies have not specifically examined the potential benefits that can be optimized by both parties in the coffee franchise system (Vlachos, Zisimopoulos, & Tsoulfas, 2024). Therefore, this study aims to fill this gap by investigating how the franchise model can accelerate brand expansion while distributing benefits equitably between franchisors and franchisees. A case study of *the Janji Jiwa Coffee* business was chosen to illustrate this dynamic empirically (Wulandari & Isa, 2025).

To support the analysis, this study adopts several theoretical approaches. *Agency Theory* emphasizes the importance of trust and control in franchise contracts (Situmorang, 2013). **Signaling Theory** includes communication, trust, and loyalty, which act as quality signals in the *franchising system* (Teguh, Santoso, & Njotoharsojo, 2020). Meanwhile, the *Resource Scarcity Theory* describes franchising as a solution to improve the network when resources are limited (Wibowo, 2007). By integrating an empirical literature review and relevant theories, including the 7P marketing mix framework, this study aims to make a significant conceptual and practical contribution to the

formulation of franchise business development strategies. In particular, the contribution is directed at the coffee industry sector, which is currently characterized by a high level of competition and ever-evolving market dynamics.

### 3. Research Methodology

This study used a qualitative descriptive approach. According to Fadli (2021), the qualitative descriptive approach is *holistic and contextual* because it seeks to understand a phenomenon as a whole in a certain context. In addition, this approach considers researchers as the main instrument of research, with the dominance of data collection techniques through interviews and natural observations. Data collection in this study was carried out through in-depth interviews with key informants from Janji Jiwa, namely Wiliam Sutanto, Vice President of Operation Jiwa Group, who has been with the company since 2019. The interview was conducted at the central Janji Jiwa Group office on Jl. Kedoya Raya No. 2, West Jakarta city. The information obtained from the interviews became primary data that included aspects such as the history of the establishment of Kopi Janji Jiwa, brand philosophy, application of theory in business practices, and brand development strategies.

This research also uses secondary data obtained from various sources, including data that has been collected and published by other parties Jabnabillah, Aswin, and Fahlevi (2023), literature search via the internet, and podcast videos featuring Billy Kurniawan as the founder of Janji Jiwa. To enrich the data, observations were conducted at various Janji Jiwa outlets in the Tangerang area. The analysis method is carried out by following the model of Miles and Huberman in Kase, Sukiatni, and Kusumandari (2023) which involves several stages as follows: Data reduction, which is a step to simplify data as needed so that information can be obtained more easily. The data collected will be grouped or categorized based on their level of relevance, that is, very important, less important, and not important. After that, the researcher will determine which data need to be stored and what does not need to be discarded for the sake of clarity and simplicity of the data for the next stage (Latunusa, Timuneno, & Fanggidae, 2023).

Data presentation is performed to show simplified data in the form of graphs, diagrams, or other formats. The goal is to make it easier for other parties to convey and understand the data. This will also help readers process the information contained in the data (Naa, Umar, & Ngutra, 2025; Wardani, Mawarni, Sucilestari, Andinistri, & Susanto, 2022). Conclusion *drawing* is the process of extracting information from data that have been processed and compiled in certain groups and then presented using certain techniques. This section is usually placed at the end or as a conclusion so that the reader can get a complete picture of the results of the research.

To ensure the accuracy of the data, this study used several credibility test techniques (Alrubaiyan et al., 2018; Haq, Rasheed, Rashid, & Akhter, 2023). First, source triangulation is carried out, which involves comparing interview results, secondary data, and observations in the field to see the consistency of information. Second, the researcher confirmed the informant (member checking) by clarifying the results of the interview with Wiliam Sutanto to ensure the suitability of the meaning and context. Third, the researcher compiles clear and systematic documentation so that the research process can be traced back (an audit trail). In addition, the research procedure was maintained consistently from start to finish to ensure trustworthiness (dependability). With these measures, the obtained data were considered valid and scientifically accountable.

## 4. Results and Discussion

### 4.1. Profile and History of Janji Jiwa Franchise

Kedai Kopi Janji Jiwa is a prominent entity in Indonesia's contemporary coffee industry. Founded by a group of young people with limited capital backgrounds, Janji Jiwa's first store operated with a container concept in the Kedoya area of West Jakarta. The initial concept of this business was grab and go, which is ordering coffee intended to be taken home. Along with the increase in loyal customers (recurring customers), the manager decided to develop the first outlet at ITC Kuningan. One of its founders, Billy Kurniawan, has previous experience in the food and beverage business. In 2018, when

the coffee trend was growing rapidly, the Jiwa Group was officially established and Janji Jiwa became the main line of its coffee business (Fuadiyah, Suhud, & Krissanya, 2025).

The development of the franchise began after the first five outlets were directly managed by the central management. The partnership was then carried out progressively through word-of-mouth promotions, reaching more than 900 outlets spread across Indonesia. This rapid growth earned Janji Jiwa an award from the Indonesian Record Museum (MURI) in 2019 as the fastest-growing coffee shop chain.

#### 4.2. Partnership Procedures and Illustrations

The Janji Jiwa *franchise partnership model* requires an initial capital of IDR 85,000,000 (excluding venue rental and raw materials). Partners will receive a number of facilities, including:

1. Janji Jiwa brand license
2. Product and operational equipment
3. Uniforms, booth standard design, and promotional media
4. Supporting devices such as refrigerators, freezers, cash register cellphones, and cleaning equipment
5. Training and standard operating procedure (SOP) books

Table 2. An illustration of the monthly operating costs for one outlet includes the following:

Component	Total
Salaries for 3 employees	Rp7.500.000
Rent for space (7.5 m <sup>2</sup> )	Rp6.000.000
Electricity	Rp1.000.000
Internet	Rp150.000
Other expenses	Rp1.000.000
Brand maintenance services	Rp1.500.000
<b>Total</b>	<b>Rp17.150.000</b>

Source: <https://www.mbakrib.com/2022/02/franchise-kopi-janji-jiwa.html>

The return on capital (ROI) scenario is categorized into three conditions:

1. Low: 70 glasses/day → ROI in 11.5 months
2. Medium: 100 cups/day → ROI in 5.5 months
3. High: 150 cups/day → ROI in 3 months

#### 4.3. Branding Strategy and Identity Consistency

One of the key strategies in this franchise model is consistent branding. The application of a uniform visual identity can be seen in the standard booths, distinctive interior designs, and efforts to *rebrand* from handwritten logos to a combination of text and symbols (Tiimub et al., 2023). The change in color from neutral to bright colors, such as pink and purple, is also part of the effort to attract the young market. With the slogan "*Bringing Excitement Everyday,*" the brand image of Janji Jiwa is built to provide customers with a consistent enjoyable experience. This is an important element in building customer loyalty across outlet networks.



Figure 2. Old logo  
Sumber: Masvian.com



Figure 3. New logo  
Sumber: <https://jiwagroup.com/id/>

#### 4.4. Training and Operational Support System

Intensive training is provided to partners and their staff to ensure the consistent implementation of *operational Standard Operating Procedures* (SOPs) across stores (Novi & Etikariena, 2022). The training materials include technical skills such as beverage processing according to recipes, hygiene governance, and friendly and efficient customer service procedures. Employees in the Jiwa Group

network are known as Sajiwa, while customers are called Friends of Sejiwa. The name reflects the brand's philosophy of emphasizing a sense of community and emotional closeness. In this spirit, the training focuses not only on the technical aspect, but also on the formation of attitudes, work ethics, and understanding the brand's core values.

The sale of "Sajiwa"-themed merchandise such as t-shirts, tumblers, and totebags through official e-commerce is a means to strengthen the brand community identity, while expanding brand exposure beyond the outlet area. To maintain quality, annual training serves as a skill refresher as well as a means of introducing product innovation. The customer feedback system is used to evaluate the service, while the Quality Control team conducts regular coaching and direct inspections to ensure that operational standards are maintained.

#### 4.5. Commitment to Product Quality

The coffee beans used are robusta, chosen by Sumatran farmers, harvested at the optimal level of maturity, and processed by professional *roasters* who understand the taste character of each batch. The *roasting process* is carried out with a certain profile to maintain the distinctive aroma and richness of the flavor that characterizes Janji Jiwa coffee. This quality is maintained through periodic quality control, starting from the post-harvest stage to serving in the cup, so that consumers can experience the authentic taste throughout the outlet. This consistency allows Janji Jiwa to sell up to five million cups of coffee per month throughout Indonesia, an achievement that is a testament to the high demand and customer loyalty. The commitment to quality raw materials and standardized processes reflects the company's seriousness in maintaining consumer confidence. Product quality is not just an added value but a fulcrum of the franchise strategy that ensures homogeneity of taste in each outlet so that customers can experience the same experience in both big cities and remote areas.

#### 4.6. Menu Innovation in Periodic Cycles

Janji Jiwa consistently innovates in its product lines to avoid market saturation and maintain customer interest. Starting with a focus on coffee sales, Jiwa Group expanded its portfolio by launching Jiwa Toast in 2019 as a savory snack option, followed by a tea drink variant in 2020 targeting the non-coffee segment, as well as Burger Geber in 2022 to add a variety of fast food products. Entering its fifth year, the outlet concept has also undergone a transformation, from originally only providing takeaway services to dine-in with a more comfortable atmosphere and additional menu items such as chicken noodles and rice bowls. This expansion not only adds choices for customers but also extends the time of visits to the outlet. This innovation pattern is designed in line with consumer trends and urban lifestyles, which want a variety of flavors and diverse culinary experiences in one place, so that Janji Jiwa is able to reach more market segments while maintaining its relevance amid fierce competition in the F&B industry.

#### 4.7. Promotional Strategy and Competitive Pricing

An integrated promotional strategy is executed through various digital platforms, including the Jiwa+ app, which not only facilitates bookings but also provides customers with loyalty programs and exclusive offers. Janji Jiwa actively collaborates with food aggregators such as GoFood and GrabFood to increase visibility and facilitate access to purchases. Collaborations with other brands, including Netflix for the launch of special edition Kretek Girl products, provide a unique promotional experience relevant to popular culture trends. This initiative has proven effective in expanding consumer reach while strengthening the brand image as an adaptive and creative brand. Here, we compare the lowest prices offered by each coffee brand in 2024.

Table 3. The Promise of the Soul is in the middle range

Brand	Lowest Price
Janji Jiwa	Rp17.000
Fore	Rp19.000
Goffee	Rp25.000
Kopi Kenangan	Rp15.000

Tomoro Coffee	Rp15.000
A2 Coffee	Rp23.000
Starbucks	Rp41.000
Konnichiwa	Rp15.000

Price promotions through Jiwa+ provide pricing flexibility that spans multiple segments while maintaining the product's selling value.

#### 4.8. Location Accessibility and Distribution of Raw Materials

Janji Jiwa outlets are strategically placed in high-traffic locations, such as shopping centers, offices, and public areas. This strategy increases the opportunities *for foot traffic* and brand penetration in urban areas. However, the partnership with PT. Luna Boga Narayan ensures a standardized supply of raw materials for all outlets, both central and partner owned. This is the foundation for maintaining product quality, service, and operational consistency.

#### 4.9. Discussion

This study aims to examine the franchise strategy of Kopi Janji Jiwa in maintaining the consistency of brand experience, accelerating store expansion, and forming a relationship between franchise strategy, brand relationship quality, and customer loyalty. The results of the study revealed that Janji Jiwa's franchise strategy is carried out through a structured and efficient process and is supported by strong branding values and a partnership model that prioritizes quality. These findings can be studied more deeply from the perspectives of agency theory, signal theory, resource scarcity theory, and the 7P marketing mix approach.

First, in the context of agency theory, the relationship between the central party (franchisor) and Janji Jiwa's franchisee partners reflects efforts to minimize the risk of *agency problems* through training, supervision, and operational standardization. Janji Jiwa as the principal designs strict control over the quality of products and services through SOPs, intensive training, and partner performance evaluation systems. This strategy allows for the alignment of interests between agents and principals, ensuring that the brand experience offered to customers remains consistent across multiple locations. This answers the first research objective, which is to maintain the consistency of the brand experience through a coordinated and accountable system.

Second, the results of research related to the acceleration of outlet expansion show that Janji Jiwa sends a signal to the market that this brand has a strong and reliable business proposition that can be trusted. In the framework of signal theory, the opening of hundreds of outlets in a short period of time accompanied by strong communication about the success of ROI (return on investment) is a positive signal to potential partners and consumers. This signal increases the perception of trust and credibility of the brand in the eyes of the public, while also creating a viral effect in its expansion. Brand narratives such as "coffee from the heart" and high digital engagement on social media reinforce the quality and value signals that brands offer to the public. This is directly related to the second research objective, which is to assess how the acceleration of store openings impacts brand equity.

Third, in explaining the relationship between franchise strategy, brand relationship quality, and customer loyalty in an integrative model, field findings show the crucial role of service quality, product uniqueness, and customer experience. The franchise strategy run by Janji Jiwa not only includes technical aspects but also builds emotional closeness and customer attachment. However, this approach cannot be separated from the challenge of the scarcity of competent human resources (HR) in providing services according to standards. In the context of the theory of resource scarcity, the Promise of the Soul addresses this challenge by simplifying work processes and accelerating operational training so that HR from diverse backgrounds can still meet service expectations. This shows that franchise strategies are effective not only because of the model but also because of adaptation to resource constraints. Fourth, to strengthen the understanding of the Janji Jiwa franchise strategy, this analysis is

also reviewed from the perspective of the 7P marketing mix, where each element is interrelated and supports the achievement of business objectives:

#### 4.9.1. Product

Kopi Janji Jiwa positions itself as a provider of quality coffee products that remain affordable. Its main products are not only limited to espresso-based drinks but also include non-coffee variants such as matcha, chocolate, and tea with flavors tailored to the tastes of the younger generation. Product innovation is carried out periodically through the launch of *seasonal menus* and limited collaborations with other brands, which function to maintain the enthusiasm of existing customers while attracting new customers. Aesthetically pleasing, *Instagrammable*, and consistent packaging design is an important factor in shaping quality perception. This approach ensures that the product not only meets functional needs but also builds *emotional value* for customers.

#### 4.9.2. Price

Janji Jiwa's pricing strategy applies the *concept of affordable premium*, which is to provide quality that is felt to be equivalent to a premium class brand at a relatively affordable price. The set price allows penetration into a wider market segment, from students to office workers, without losing the impression of being exclusive. This pricing policy is also flexible to adjust to market conditions, for example, by providing seasonal promos, discounts on delivery partner applications, or bundling packages to increase the purchase value. This approach reflects the sensitivity to consumer purchasing power and a strategy to maintain high sales volumes.

#### 4.9.3. Place

The selection of outlet locations is a key factor in the success of Janji Jiwa's expansion. Companies tend to choose areas with high human traffic, such as shopping malls, public transportation stations, office areas, and educational institutions. In addition to physical outlets, Janji Jiwa also utilizes *cloud kitchens and pickup point models* to reach customers in areas that may not yet allow the establishment of full outlets. The flexibility of this venue concept accelerates the expansion process, optimizes partner investment, and ensures that brands are close to consumers.

#### 4.9.4. Promotion

Janji Jiwa's promotional campaign focuses on digital media, especially Instagram, TikTok, and instant messaging platforms. The content produced is not only commercial, but also contains *storytelling* that reinforces brand values such as "coffee from the heart" and the image of closeness to consumers. Collaborations with influencers, celebrities, and other brands are used to expand the reach of their promotions. Additionally, *the user-generated content* (UGC) strategy encourages customers to voluntarily promote brands through personal uploads on social media. This expands exposure at a relatively low cost but has a significant impact on *brand engagement*.

#### 4.9.5. People

HR plays a central role in ensuring consistent customer experience. Janji Jiwa instills the value of friendly, prompt and precise service through a comprehensive training program for partners and employees. A structured *onboarding system* helps the new workforce understand the brand's philosophy and technical procedures in a short period of time. In addition to the initial training, periodic evaluations and updates of training materials ensure that HR is always up to date with the latest standards. The success of the "People" aspect can also be seen in management's ability to build a positive work culture that fosters a sense of ownership of the brand.

#### 4.9.6. Process

The SOP designed by Janji Jiwa is the backbone of the smooth operation of its outlets. The brewing process is standardized down to details such as ingredient measurements, brewing time, and serving, to ensure consistency of taste throughout the outlet. The use of technology, such as digital cash register systems and internal applications, facilitates coordination between teams, monitors sales in real time, and minimizes transaction errors. Additionally, an integrated inventory management process helps prevent raw material shortages and reduces waste.



#### *4.9.7. Physical Evidence*

Janji Jiwa's visual identity stands out through the minimalist-modern interior design that is consistent in each location. The use of color, typography, and layout of the space is made uniform to make it easier for customers to recognize the brand. This touch of design not only builds a professional image but also encourages customers to share their experiences on social media, which in turn becomes an indirect form of promotion. Product packaging, signage, and employee uniforms reinforce the physical evidence that distinguishes Janji Jiwa from its competitors. Overall, a deeper examination of each element of the 7Ps shows that the success of Janji Jiwa's franchise strategy does not depend only on one specific aspect, but on the company's ability to integrate all marketing components into a harmonious system. This integration allows brands to maintain consistent customer experiences while quickly adapting to market changes.

#### **4.10. Managerial Implications**

The results of this study provide important insights for Janji Jiwa's management in developing more effective and sustainable franchise strategies. One of the key findings is the importance of strengthening training and support systems for the partners. Partners who feel accompanied from the beginning tend to be more ready to run operations and maintain brand quality. Therefore, management needs to develop more systematic and sustainable training modules to ensure that partners' capabilities continue to develop.

Furthermore, branding and communication strategies should focus on building positive perceptions of products and services. Consistency in the use of visual imagery, marketing narratives, and customer service plays a significant role in strengthening brand identity amidst intense market competition. Management can use social media and digital channels to convey brand messages more broadly and in a more targeted manner. In addition, Janji Jiwa's success is supported by menu innovation and a local approach to consumer tastes. Management should continue to encourage creativity in creating new products that are relevant to local trends and needs. This innovation process can also be carried out by involving input from partners so that the products are more in line with the characteristics of each region.

Finally, location and accessibility have proven to be key success factors. Therefore, management needs to strengthen the location evaluation system before opening a new outlet, including providing guidance or location analysis tools that can be used by potential partners. Finally, two-way communication between the head office and partners must be maintained continuously. By listening to partners' feedback, management can capture market dynamics more quickly and accurately. This approach strengthens long-term relationships and creates a mutually beneficial franchise ecosystem.

### **5. Conclusions**

#### **5.1. Conclusion**

This study aims to understand how Kopi Janji Jiwa's franchise strategy strengthens the brand and builds strong relationships with customers. Using a qualitative approach through interviews and direct observations, this study produced several main conclusions.

1. Janji Jiwa's main strategy in maintaining the consistency of the brand experience is through partner and employee training, the use of standard operating procedures (SOPs), and strict quality control. Franchisors ensure that each outlet has a uniform quality of service and products so that customers have a consistent experience wherever they shop.
2. Accelerating outlet expansion is one of Janji Jiwa's main strengths. In a short time, the brand opened hundreds of stores and attracted many partners to join. This strategy sends a positive signal to the market that Janji Jiwa is a profitable and reliable business. This also impacts consumer trust and brand image.
3. The relationship between franchise strategy, brand quality, and customer loyalty was strong. Janji Jiwa manages to build emotional closeness with its consumers through a community of customers and a friendly communication style. Challenges such as limited human resources can be overcome with simple and efficient training and work systems.

4. The success of the Janji Jiwa strategy can also be seen from the implementation of the 7P marketing mix, namely products, prices, places, promotions, people, processes, and physical evidence. All these elements are managed in an integrated manner to create a pleasant and memorable customer experience. Product innovation, distinctive store design, digital promotion, and strategic location are the keys to their success.

Overall, Janji Jiwa's franchise strategy succeeded in expanding the business network, strengthening brand identity, and creating customer loyalty. These findings are important for other franchise operators to understand that successful franchising requires a structured system, strong brand value, and adaptation to market challenges.

## 5.2. Suggestions

Based on these findings, the following recommendations can be made:

1. Product and Technology Innovation

Janji Jiwa needs to continue to present new menus according to consumer trends and utilize technology such as digital cashier systems, ordering applications, and delivery service integration to maintain brand relevance in a competitive market.

2. Strengthening Digital Training

E-learning-based training needs to be strengthened to ensure that the quality of products and services remains uniform across all outlets. The practical and easy-to-update online module will accelerate the transfer of knowledge to all partners and employees.

3. Community Marketing and Digital Loyalty

Building closeness with customers through community activities and digital *loyalty programs*, such as point systems and exclusive offers, can increase customer retention and engagement with brands.

4. Comparative Study with International Franchises

Benchmarking global brands to learn best practices in the fields of innovation, marketing, distribution, and training, and then adapting them according to the Indonesian market.

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