

## **Analysis of Franchise Influence and Pricing Strategies**

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### **ABSTRACT**

This study analyzes the influence of franchise systems and pricing strategies on business performance and consumer behavior, with a focus on how brand equity and pricing policies interact to create customer value and sustain competitiveness. The research adopts a qualitative literature review supported by secondary data from academic journals, industry reports, and statistical publications, employing comparative analysis to evaluate franchise growth trends, pricing models, and their effects on profitability and loyalty. The results indicate that franchises tend to achieve higher survival rates than independent businesses, mainly due to their strong branding, standardized operations, and managerial support. Pricing strategies are proven to be critical: national price consistency strengthens brand integrity, local price adjustments increase affordability, and promotional pricing boosts short-term sales but risks lowering perceived value if excessive. Several empirical studies indicate that pricing significantly influences satisfaction and loyalty, with  $R^2$  values above 0.60. The synergy between franchise systems and pricing strategies enhances competitiveness and profitability, with a balance between consistency and local adaptation being crucial in emerging markets. Franchisors should integrate flexible yet standardized pricing policies, franchisees must adapt to local purchasing power, and policymakers should acknowledge franchise contributions to GDP, employment, and consumer market stability.

### **Keywords:**

Franchise, Pricing Strategy, Brand Equity, Consumer Loyalty, Business Performance.

### **INTRODUCTION**

Franchising is one of the business models that is growing rapidly in the modern business world. This system provides opportunities for individuals or groups to run a business using proven brands, concepts, and operational systems (Alon & Elango, 2018; - Elango, 2024). The main advantages of a franchise are the existence of clear operational standards, management support (Hanafiah et al., 2022), and brand strength that is already known to the public -, 2024). Research shows that franchises can offer successful partnerships if they are supported by good communication between franchisors and franchisees (Monroy et al., 2018). In addition, other factors such as support from franchisors and brand recognition can reduce the risk of business failure (Hanafiah et al., 2022), -, 2024). However, the success of a franchise does not depend only on a strong brand, but also on the pricing strategy implemented by the franchisor and franchisee.

Pricing strategy is one of the determining factors for competitiveness in the franchise industry. By implementing the right prices, franchise businesses can attract more consumers, increase customer loyalty, and provide optimal profits for business actors (Boulay et al., 2023). Pricing errors can negatively impact sales volume and business sustainability, both for franchisors and franchisees (Boulay et al., 2023). Therefore, analysis of the influence of franchises and pricing strategies is essential to understand how the combination of the two affects business performance. Research shows that the pricing strategies implemented can vary, ranging from price penetration to premium pricing, which is adjusted to market conditions (Boulay et al., 2023), (LISITA & JANTJIES, 2025).

In the context of franchising, prices are usually determined or influenced by franchisors in order to create consistent standards across the network (Othman et al., 2025; . This price consistency is important to maintain a brand image, but in practice, franchisees also need to adjust to local market conditions (Hanafiah et al., 2022). Research shows that franchisees who have flexibility in pricing and can adapt to local conditions will be more

successful than those who do not (LISITA & JANTJIES, 2025). Pricing strategies in the franchise business must pay attention to the standards set by the franchisor while still taking into account local market dynamics in order to achieve a good balance (Othman et al., 2025; , (Chairani et al., 2024).

Theoretical studies on franchises show that this cooperation system provides significant benefits for business people (Alon & Elango, 2018; , (Chairani et al., 2024). According to Kotler and Keller (2016), franchising enables business owners to leverage existing brand equity (Chairani et al., 2024). Meanwhile, pricing strategies in franchising, according to Tjiptono (2019), include various approaches that can be used to increase competitiveness and attract consumers (Boulay et al., 2023). In its implementation, prices are not only seen in terms of profits, but also from market perceptions and needs (Boulay et al., 2023). Thus, a comprehensive study of the interplay between franchises and pricing strategies is needed to identify the factors that contribute to franchise success in various contexts (Ferli, 2025).

## RESEARCH METHODS

This article is prepared with a literature study approach, which is to analyze the results of previous research, theories related to franchises, and pricing strategies. Previous research has shown that franchising as a business model has the advantage of increasing connectivity and knowledge among stakeholders, which has a positive impact on the performance of the franchise chain (Iddy & Alon, 2019; , Rocha et al., 2023). Pricing in franchising not only serves to attract consumers but also plays a key role in strengthening franchisees' bargaining positions in competitive markets. Therefore, understanding the influence of different pricing models is crucial (Jell-Ojobor et al., 2024; Naatu & Alon, 2019; Dada, 2021).

Literature sources are obtained from international journals, marketing management books, and franchise industry reports. A systematic study shows that endorsements from franchisors and brand value factors have a significant impact on franchisees' decisions in adopting franchise models, which suggests the need for greater attention to these relationship dynamics (Szymanski, 2023; , Monroy et al., 2018; , Melo et al., 2021). Therefore, practitioners and researchers in the field of franchises need to consider the legal framework and ethical implications of franchise agreements, including the obligations and rights of each related party to achieve common goals (Sudarmano, 2023; , Das, 2021).

The analysis was carried out by identifying the relationship between franchises as a business model and price strategies in achieving competitive advantage. Competitive advantage can be achieved through knowledge management and mutually beneficial relationships between franchisors and franchisees, where cost and price are important elements in achieving optimal performance (Rahman et al., 2025; , Hsieh et al., 2020; , Grünhagen et al., 2024). Thus, close monitoring of external and internal factors influencing cost structures can provide insights into developing effective pricing strategies (Mornah & Erenay, 2024; , Kang et al., 2018; , Drezno, 2021).

## RESULTS AND DISCUSSION

### 1. The Influence of Franchises on Business Performance

Some studies show that franchises have a higher success rate than independent businesses. For example, data from the International Franchise Association (IFA, 2022) shows that the survival rate of franchise businesses in the fifth year reaches 92%, while independent businesses are only around 48% (Chairani et al., 2024; . This can be explained through several

basic reasons that underlie the success of a franchise business model. First, brand recognition provides significant support in customer acquisition, where consumers tend to trust familiar brands more (Oktaviani, 2024; , Ghani et al., 2022). For example, fast-food franchise chains such as McDonald's and KFC have a strong global market share, being able to maintain more than 20% in their segment (Gim & Jang, 2022).

The second contributing factor is knowledge transfer and operational support. In franchise business, franchisees obtain standard operating guidance (SOPs), training, and marketing management, which significantly reduces the risk of failure (Lin et al., 2023; , Kamar & Alsetoohy, 2021). This support is not only in the form of technical knowledge but also improves the franchisee's managerial skills in running the business in a more efficient way (Melo et al., 2021). Research also shows that franchisors who provide good support will improve franchisee performance and satisfaction, which also has implications for business success (Aziz et al., 2022; , Melo et al., 2021).

Furthermore, the strength of the distribution network owned by the franchise also contributes to operational and cost efficiency. Franchises can achieve better economies of scale through an integrated supply chain system that drives efficiency in the production and distribution of goods (Panda et al., 2022; , Kijkasiwat et al., 2021). The results show that franchisees operating within an integrated network often have better access to resources and markets, thus increasing the chances of their business success (Hasani & O'Reilly, 2020; , Raha & Hajdini, 2020). For this reason, the use of the franchise model not only increases competitiveness but also provides more value to the business system as a whole (Liakhovych & Kostetska, 2024).

Data from the Indonesian Franchise Association (AFI, 2023) shows that the franchise industry in Indonesia is experiencing an average growth of 7-9% per year, with a contribution of more than IDR 170 trillion to the national GDP (Chairani et al., 2024; , Shah et al., 2024). This fact confirms that franchising is an important motor in the retail and service sector, creating jobs and increasing entrepreneurial opportunities in the community (Maqfiroh, 2025). Research also shows that franchising can be an effective pathway for entrepreneurs to start a new business with more manageable risks (Melo et al., 2024). In addition, with the support of franchisors, franchisees are expected to be able to survive in increasingly fierce industry competition (Wu & Guo, 2024).

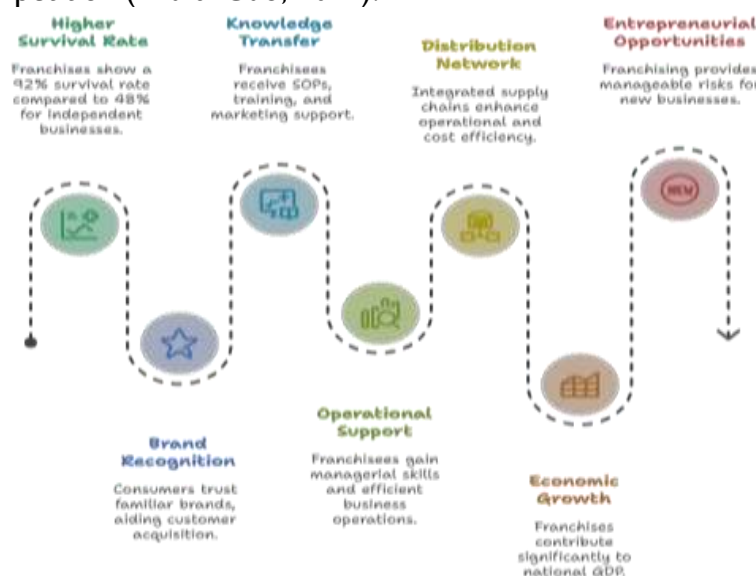


Figure 1. Franchise Success Factors

## 2. Pricing Strategy in Franchises

The pricing strategy in a franchise cannot be separated from the brand position and consumer purchasing power. The pricing strategy applied in the context of franchising is critical because it is closely related to how the brand is positioned in the market and how much the consumer is financially able to pay for the product. In research, a strong brand identity and reputation have been proven to have an effect on the price atmosphere within the franchise industry (Nuzulah & Hariasih, 2024), Sa'idah et al., 2024). The presence of consistent pricing standards across multiple outlets helps build consumer trust and better value perception, which ultimately drives sales (Nuzulah & Hariasih, 2024), Sa'idah et al., 2024). The price balance chosen must take into account the purchasing power of consumers in different markets, so that it remains competitive and relevant (Nuzulah & Hariasih, 2024).

Franchisors generally set uniform prices across outlets to maintain brand image. For example, the relatively uniform price of Big Macs in Indonesia between major cities shows that price standardization can build consumer confidence (Sarbaini et al., 2023; , Fachrurrazi et al., 2023). According to Kotler & Keller, consistent pricing provides a guarantee of value and helps create brand loyalty. However, this must be balanced with an in-depth analysis of purchasing power disparities in various regions. Otherwise, there can be resistance from consumers in low-income areas (Siswadi, 2025; , Manikari et al., 2024). The emphasis on price alignment with local payability is important to expand the market and increase franchise sales volume (Rosyadi, 2024; , Komaria et al., 2023).

Some global franchises such as Starbucks implement local pricing strategies, which provide flexibility in pricing based on location. For example, the price of drinks in Jakarta is higher than in small cities such as Mataram or Yogyakarta, with a difference ranging from 5–15% (Prasetyo et al., 2023). This strategy has proven to be effective in balancing profit margins with the purchasing power of local communities (Sarastuti et al., 2019). Local price adjustments help maximize the market potential in each location and create a more relevant buying experience for consumers (Nurjati & Wiryawan, 2024). Price offers that adapt to local conditions show that franchises are not only looking for profits but also putting consumer needs as a priority (Setiawan & Marlinda, 2024).

Promotions in the form of discounts, bundling, or loyalty programs have been proven to increase short-term sales volume. However, research shows that the use of price promotions too often can lead to a decrease in brand value perception (brand dilution) (Mutmainnah & Mahfiyah, 2023; , Wardana & Fikri, 2020). Therefore, it is important for franchises to plan promotions with careful strategies in order to influence consumer perception without damaging the long-term appeal of the brand (Herlina et al., 2024). The implementation of appropriate and measurable promotional programs will contribute positively to the development of sales and strengthen the brand's position in the market (Sunarsa & Ramdani, 2023).

## 3. Franchise Relationships, Pricing Strategies, and Consumer Behavior

Franchises with a strong brand reputation are more free to use premium pricing strategies. For example, BreadTalk is able to set a higher price of bread than a local bakery because of the perceived *value* built through brand image and product quality (Aziz et al., 2021; , (Lee et al., 2021; , Chairani et al., 2024; . Brand strength not only affects the selling price but also the customer experience, where high brand equity causes consumers to be more willing to pay more for quality products (Lee et al., 2021; , Fadairo et al., 2020). This suggests that premium pricing strategies are often adopted by franchises that manage to create a positive brand image in the market (Aziz et al., 2021; , Chairani et al., 2024; , Fadairo et al., 2020).

On the other hand, local franchises such as Es Teh Indonesia or Janji Jiwa tend to prefer penetration pricing strategies, which are to set lower prices than global competitors. This strategy has proven effective in accelerating market expansion, as can be seen from the growth of Es Teh Indonesia which reached more than 1,000 outlets in the period 2019 to 2023 (Shah et al., 2024), Rusliati et al., 2022). Lower pricing, around 20-30% below premium competitors, allows local franchises to attract price-sensitive consumer segments (Shah et al., 2024), Subawa et al., 2020). Research also shows that this approach can be found in markets with high levels of competition, where price is a key factor in consumer purchasing decisions (Shah et al., 2024), Lanchimba et al., 2021).

Thus, the choice of pricing strategy in franchising is greatly influenced by the market position of the company. Internationally known brands, such as BreadTalk, are able to implement a premium pricing strategy that is more effective from the consumer satisfaction and reputation that has been built (Aziz et al., 2021; , Dung et al., 2023). On the other hand, local franchises that want to quickly reach the market generally opt for price penetration, allowing them to grow faster even at lower profit margins (Sun & Lee, 2023), Shah et al., 2024). This conclusion underscores the importance of strategies that are appropriate to the business context and market dynamics faced by each franchise (Aziz et al., 2021; , Sun & Lee, 2023).

#### **4. Logical Impact on Financial Performance**

Analysis of data from the financial statements of several F&B franchises in Indonesia shows that the gross profit margin is around 50-65%. However, net profit decreased to 8–15% after accounting for royalty and promotional costs. This confirms the importance of an efficient pricing strategy to maintain franchisee profitability (Chairani et al., 2024; Nur et al., 2023; Herianti, 2025). Research also shows that franchise businesses in the food and beverage sector must adjust selling prices to achieve a balance between profitability and consumer appeal, which is often influenced by elements such as relevant net profit margins (Rini et al., 2024; Rahmi et al., 2021; Amrulloh et al., 2023).

If the pricing strategy is too low, the franchisee risks experiencing thin margins that are unable to cover royalty costs (Sovita & Rosa, 2022; Alfiah & Suparno, 2023). Conversely, if the price is too high without strong brand support, the franchise risks losing market share (Maharani & Khoiriawati, 2023; Nursidar et al., 2024; Paradila, 2024). Careful assessment of cost structure and selling prices is important, where profitability is directly influenced by the effectiveness of pricing strategies applied in the context of the local market (Faradila & Effendi, 2023; Wahyudi et al., 2023; Step & Putri, 2023).

The balance between brand equity and pricing strategies is a determinant of the sustainability of the franchise business (Nafis, 2025; (Wulandari & Sudarsi, 2024; . In this case, the right customer perceived value allows franchisees to maintain customer loyalty and overcome increasingly fierce competition in the food and beverage industry Hakim et al., 2023; Solihin, 2020). The success of a franchise business does not only depend on the strength of the brand it has, but also on the ability to adjust prices to the purchasing power of local consumers without sacrificing brand consistency (Wulandari & Sudarsi, 2024; Octavia & Noviardy, 2022; Chairudin et al., 2023).

#### **5. Synthesis**

Based on the description above, it can be concluded that franchising increases the chances of business success through brands, systems, and operational support (Wulandari & Sudarsi, 2024; Hakim et al., 2023; Rimet & Luthfiah, 2024). The right pricing strategy is able to strengthen consumer attractiveness and maintain franchisee profitability (Ursula & Saragih, 2023; Budiningtyas, 2022; Saputra et al., 2024). The combination of brand equity and pricing

strategies creates customer perceived value which is the basis for customer loyalty (Yusan & Handoyo, 2023; Zahra & Febrianty, 2022; Astuti, 2023). The success of franchises in Indonesia is largely determined by the ability to adjust prices to the purchasing power of local consumers without sacrificing brand consistency (Simanullang & Chandra, 2021; Fransisca & Herijawati, 2022).

## CONCLUSION

Based on the results of the analysis, it can be concluded that franchises have an important role in increasing business success compared to independent businesses. The main advantages of the franchise lie in the strength of the brand, quality standards, and consistent management support. However, the success of a franchise is not only determined by internal factors of the business system, but also greatly influenced by the pricing strategy.

The right pricing strategy can strengthen consumer appeal, increase loyalty, and maintain franchisee profitability. National price consistency is important to maintain a brand image, but the flexibility of local price adjustments is key to keeping franchises relevant to people's purchasing power in various regions. In addition, price promotions have been shown to be effective in increasing sales volume, although they need to be controlled so as not to lower the perception of product value.

Thus, the synergistic relationship between franchises and pricing strategies results in higher customer perceived value, strengthens a competitive position, and encourages the growth of the franchise industry in Indonesia and globally.

### Economic Implications

1. **Contribution to the National Economy**The growth of the franchise industry in Indonesia which reaches 7–9% per year (AFI, 2023) shows that this sector is the driving force of the national economy. With a contribution value of around Rp 170 trillion to GDP, franchises play an important role in expanding employment, increasing household consumption, and strengthening the regional and national tax base.
2. **Increased Employment**The franchise system absorbs a large amount of labor, both at the operational level (outlet employees) and managerial. With more than 25,000 franchise outlets in Indonesia, this sector is able to absorb hundreds of thousands of workers, thus helping to reduce the unemployment rate.
3. **The strengthening of local MSME**Franchise that implement affordable pricing strategies such as *Es Teh Indonesia* and *Janji Jiwa* proves that the adaptation of price strategies is able to accelerate market penetration. This opens up opportunities for MSMEs to develop on a national and even international scale, as well as strengthen the competitiveness of local products against global franchises.
4. **Implications on Market Competitiveness**An effective pricing strategy in a franchise not only impacts the company's internal performance, but also creates market competition dynamics. Franchises at affordable prices can pressure independent business actors to improve efficiency and service quality. As a result, consumers are getting more product choices at competitive prices.
5. **Impact on Consumer Sector Inflation**The dominance of franchises in the modern food, beverage, and retail sectors also has implications for inflation patterns. Uniform prices in national franchises can help stabilize prices in the market, but aggressive promotions have the potential to distort value perceptions and affect the price structure at the local retail level.

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