



Jurnal PENGEMBANGAN BISNIS & MANAJEMEN

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PT. MEGAH BUWANA MAKMUR**

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(1-12)

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ABSTRACT

The Umrah and Hajj in Indonesia has developing significantly from time to time equally with the market demand. The writer choose one of the case issue of Umrah agencies in Indonesia named PT. Zahara Namora Wisata. PT. Zahara Namora Wisata is a leading company in the service industry that is focused on tour and travel for Umrah, Hajj, and Tourism. The company has been established since 2013 and located in Jakarta, Indonesia. The company has a total of 40 franchises across Indonesia. It is a huge distribution channel for capturing the market of Umrah industry. In fact, the total number of people that has joining Umrah on PT. Zahara Namora Wisata is only around 2,500 in the 5 years operation. Looking at those fact, there is a disparity on the performance from PT. Zahara Namora Wisata's franchises. As consequences, the objective of this final project is to solve the problem on gap performance in franchises system between inter-franchises and franchisor. This paper will use qualitative research and literature review. The qualitative are using an observation and deep interview to franchisor and franchisees. Moreover, the literature review will help to frame the identification of issues and solution. The framework that use are categorized in internal, external, and thematic analysis. In conclusion, the gap performance in franchise system of PT Zahara Namora Wisata could solve from a movement of franchisor and franchisees in their power on autonomy in running the franchises's business, the strategic orientation toward a future-oriented, and good communication system between them to plan in todays and future action. The implementation of the thematic framework is begin with a yearly plan. It describe in different activities that employ to franchisor and franchises to start the execution.

Keywords: *Franchise System, TOWS, Values & Competency Framework, Strategy to Franchises*

1. Introduction

In 2015, the total of Indonesia's who was going to Umrah is 24.869 Jamaah in

accumulation from 55 travel agencies across Indonesia (kemenag, 2015). Within 3 years, the total number is

growing significantly into 875,958 people with the total number of travel agencies in Indonesia are 660 companies that have been listed and gained permit to organize Umrah and Hajj (Kemenag, (2018). The Umrah and Hajj in Indonesia has developing significantly from time to time equally with the market demand. The writer choose one of the case issues of Umrah agencies in Indonesia named PT. Zahara Namora Wisata. PT. Zahara Namora Wisata is a leading company in the service industry that is focused on tour and travel for Umrah, Hajj, and Tourism. The company has been established since 2013 and located in Jakarta, Indonesia. The company has a total of 40 franchises across Indonesia. It is a huge distribution channel for capturing the market in Umrah industry. In fact, the total number of people that has departed by PT. Zahara Namora Wisata is only around 2,226 in the 5 years operation (Table 1).

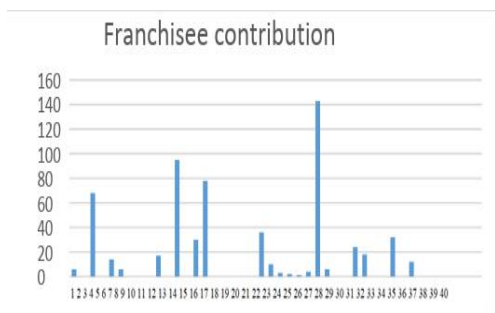


Figure 1 – Performance of 40 Franchises of PT. Zahara Namora Wisata

The figure 1 shows a total number Jamaah that sent from each of franchises,

which it will be an indicator as a performance level in this paper. Looking at those data, there is a disparity on the performance from PT. Zahara Namora Wisata’s franchises. It is clearly become an issues of the company to grow in tapping the availability of market demand and maximizing the resources channel. The outcome of the paper is aimed to propose a strategy for creating and improving a new system between inter-franchisee and franchisor in order to increase performance and reduce the gap of number Jamaah that has been sent. The research will use the qualitative research and literature review. The qualitative research that writer used by interviewing the representative of PT. Zahara Namora Wisata’s franchises, the founder of the PT. Zahara Namora Wisata, and observing as an employees in the company for 12 months. The concept of qualitative research is aiming for understanding the human behavior from the informant’s perspective (McLeod, 2017). Also, the literature review includes academic articles, recent cases, websites, and books. Those literature will be collected from 2000 to 2018 for showing a latest and accurate information to support the analysis and research.

The issues of the company has identified by the data found on the figure 1. It shows that the performance of the franchises could clearly divided into two levels, the highest and the lowest franchise’s performance because of the significant gap in departing Jamaah. The

highest number of Jamaah is reaching up to 140 Jamaah which is data from representative franchise in Lampung that indicates in number 28. Another representative franchises has performance less than 100 Jamaah, which the research will use three representatives from Pondok Gede, Cipinang, and Cilegon indicates in number 24, 34, and 32 respectively. Those are researched by thematic framework called strategy formulation of franchise and value and competence of franchisor.

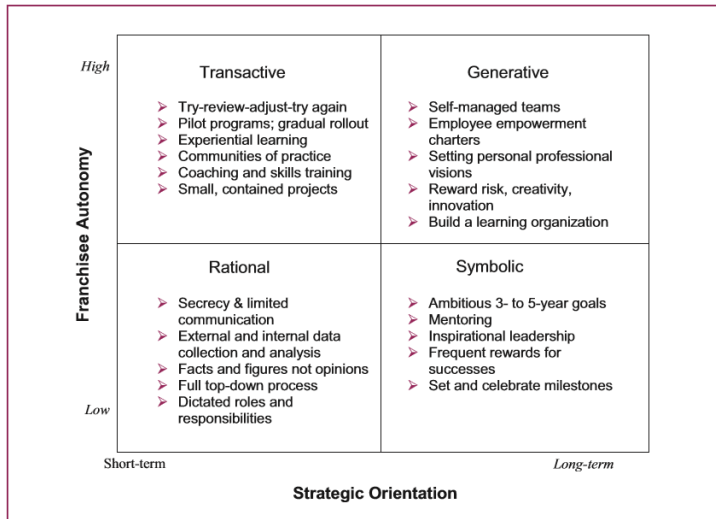
2. Business Issues Exploration

Exploring the issue, PT Zahara Namora Wisata have a stable departure in 5 years operation that impact to develop the customer trust for the company in the long-run. It started with Jamaah who has join with the company, it indirectly gives a word of mouth marketing to the other people close to them regarding its experience with the company. It brings a positive domino effect to the other person that got an influence of the word of mouth marketing. It leads to attract into the decision in buying travel package. Those condition impact to generate a good reputation from the increasing number of Jamah. Thus, it shows in table 1 which PT Zahara Namora Wisata's Jamaah is increasing from time to time.

Date of Departure	Total JAMAAH		
	Women	Men	Total
JAN 2014 S/D DES 2014	210	161	371
JAN 2015 S/D DES 2015	359	241	600
JAN 2016 S/D DES 2016	309	212	521
JAN 2017 S/D DES 2017	194	203	397
JAN 2018 S/D APR 2018	187	150	337
Total Jan 14' - Apr 18'	1259	967	2226

Table 1 – Total Number of PT. Zahara Namora Wisata's Jamaah from January 2014 to April 2018 (Source: PT Zahara Namora Wisata database)

As consequences, many of the alumni Jamaah from PT. Zahara Namora Wisata has taking this opportunity to become a partner by buying the license franchises to capture market demand in their area of living. The alumni are said that they satisfied with experience and service offered by the company. It was stated by the representative while the data source is collected in the interview. Therefore, Most of franchises that has been created today was the alumni of Jamaah that has been departing with the company itself.



Matrix 1 – Strategy Formulation in Franchised Business Systems (Davis, 2012)

In understanding the issues between franchisor and franchisees. The exploration starting with acknowledge the difference of interest and objective between franchisor and franchise. Firstly, franchisor is people who has innovate a business model, and own the patent, copyright, and legal trade name which those are sell the license to the investor or will called as a franchise (Davis, 2012). Secondly, franchisee is people who has own the money to invest in the business system that created by franchisor which has the right to operate under the trading name as a license franchise (David, 2012). According David (2012), both of the parties could work ineffectively not only because of the differences they had but also the imbalance of power between franchisee and franchisor. He also wrote that

“Important decisions that shape strategy formulation and implementation in franchise companies should not be made and mandated solely by the franchisor from corporate headquarters. The franchisor must facilitate a fully participative role for franchisees in the formulation of group strategy if the objective is to maximize their willing compliance (2012;34)”

Those statement shows the need a strategy development approach in franchise system to accommodate the interest between both parties that have different priorities and views on strategic direction. The framework that will be describe is pick from one of 7 approaches stated in the journal written by David (2012). Thus, Matrix 1 is representing the strategy development on collaboration between franchise and franchisor.

Franchise's issues exploration

First of all, the issues is explore from franchises side. In identifying the company strategy orientation within the franchises, the deep analysis is break down into each of representative that has been collected. The analysis in the end will outcome the mapping position of their strategic orientation related to the level of performance. Based on the interviewed, each of representative performance will be identified in brief information below:

- Lampung

- The management team is build and managed by the franchisee itself. It combined with another business unit that they run.
- The owner of franchisee has a good business reputation in Lampung area, he is a well-known as an entrepreneur for their main business as a distributor of fertilizer at first. Thus, it make that He has a broad network for gathering Jamaah from his business partners.
- The franchisee has set the departure date for Jamaah from Lampung a year before. Thus, they create an effective marketing time of franchisee is only 2 months before departure. In this period, they could collect up to 90 Jamaah in one time departure.

- Pondok Gede

- The management system has a system and rules. The franchisee is open daily with an exact working hour from 9 to 19. Also, the employee get a training at specific job role.
- The owner has its main job as a religious teacher. Its job also have a connection with this business, Umrah. Therefore, meanwhile he do the job, he also do a marketing by himself and word of mouth from Jamaah to others.
- He has a future plan for departing at least once in a month. But, his franchisee currently face difficulties in gathering Jamaah because of the bad image in Umrah industry as the issued mention previously.

- Cipinang

- The management system has divided a systematic role for their employees. It consist of administrator, coordinator, marketing, and mentor. It generates at least one Jamaah in every month for departing to Holyland.
- The owner franchise has a main role as a lecture in university. The employee is managed by her and her husband as a side business. She maintain the word of mouth marketing for its strategic. Mostly in the nearest of her living and office.
- She has not targeting the number of Jamaah that she and her team should

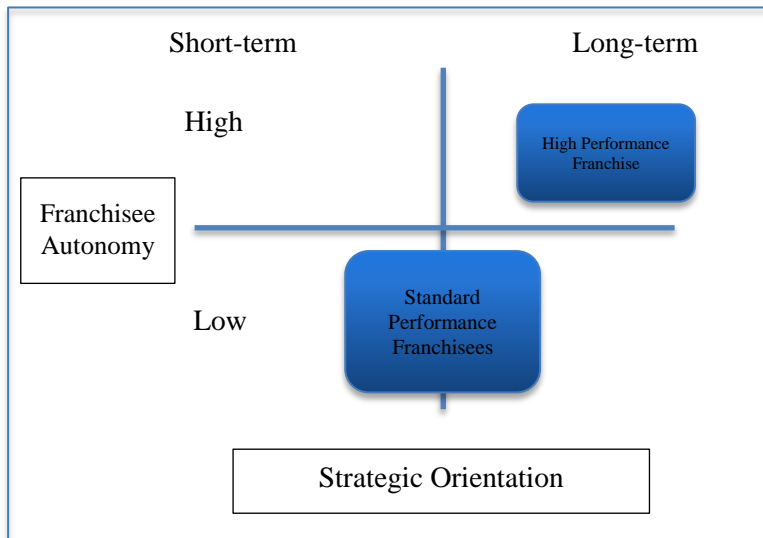
get, but She maintain to generate condition when one people who joined her could reference the travel to another.

- Cilegon

- The management system is based on the demand and collectivism. It means that the office will be working when one of the member in the family is getting a Jamaah. Mostly, the owner itself has the major works for finding Jamaah then other family member. The other members who is living in the

franchise located, will help in collect the administrative documents.

- The owner has also a main job as a teacher in a different area than the location of franchisee. She has a big trust to the founder of the franchisee in running the business. She done the business based on the trust from franchisor.
- The owner has a future mission for its franchisee where its located. She wanted to make the location more religious than before with the present of her Umrah's franchisee. She also wants a stable departing not in a month but in a year.



Matrix 2 - Mapping position of ZNW's Franchisee

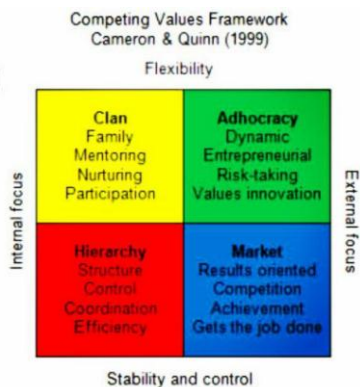
Based on the brief explanation above, we could summarize that all of the franchisee are not buying the franchisee license as their main business but as a side business. Linked to the thematic framework in Matrix 1, the high

performance franchisee which represented by Lampung show the mapping position in the Generative strategic (Matrix 2). The company has a good management team to maximize 2 months operational working time in

every year which resulting up to 100 Jamaah in one time departing. It indicates that they have a long-term strategic orientation for a year ahead with high autonomy within the franchisee. Meanwhile, the other three representative franchise of low to medium performance show a variety result. The result is a combination of Rational and Symbolic. Those franchise are having a clear roles and responsibilities. Most of them have inspired by the leadership of the founder and high of opportunity market in Umrah Industry. As well as, they have a huge target for gradually departing Jamaah either in every month or every year. However, the goal is not controllable by each of franchise because their power of autonomy is relatively low.

Franchisor's issues exploration

Next in identifying further from franchisor perspective, the analysis is using the competing values framework in Matrix 3 below.



Matrix 3 – Competing Values Framework (Quinn & Rorbaugh, 1983)

Competing Value Framework is another thematic framework that analyze in the view of franchisor. The framework will help to understand the organization culture types that written by Cameron and Quinn (1999). It analyzing on how the leadership of the individual behaviour resulting the competency and values in the organization where the leader at. The framework is divided into four-quadrant. The position in the vertical axis are dimensions either the stability and control or flexibility and discretion. Also, the horizontal axis are dimension either internal focus and integration or external focus and differentiation. Those are generating 4 matrix; Clan, Adhocracy, Hierarchy, and Market. the description as follows:

1. Adhocracy: Flexible and External focus. The leader who does thing first and love a new thing. They are a high risk taker and held together by vision.
2. Control: Internal and Stability. The leader who does the process and oriented to the data. They are focused on structure, less risk, and efficiency.
3. Market: external and stability. The leader who focused on the goals and the opportunity seekers. They are working fast to overcome the barriers and find the solution.
4. Clan: flexibility and internal. The leader who focused on developing network and community. They are having a commitment in developing

people and creating a sustainability which lead a low-phase in working.

Those are should be applied in different project and different time. However, in every organization has tendency towards into one of the dimensions which majority applicable in the competence and values their offered. PT. Zahara Namora Wisata has governance by a director. The director is a center of decision maker in the company and she has a clear vision to grow the company faster. In the decision making process, she said that *“Decision will be taken after the data and the fact is received clearly and definitively based on the internal and external report.”* Furthermore, She said that *“the stability is a must have for the company, however, sometimes flexibility is needed as well”*. She also mentioned her business plan of short-term and long-term plan that she has had. In the short-term she said that *“the plan is about to have a good networking between competitors, increasing a facility and service to the customer, and having a annual meeting with customer or soon-to-be customers”*. It has focused on building the relationship between her external parties. Besides, the long-term plan she said that *“I want to fulfill the facilities for the customer, partnering with domestic and international business partner, and build a meeting hall.”*

In the direction of focus, she tend to let her employees for learning by doing for the task that she gave. She also

compromise the double job of her employees taken outside the company tasks as long as the job in the office is done as the deadline that she gave. Therefore, the leader’s competing value is tend to classify as a Market from the matrix in Matrix 3. The leader who is toward to achievement. She likely to find an opportunity and solution to stabilize her company with the goals that the leader has imagined.

3. Business Solutions

Franchise’s issues solutions

Matrix 2 indicates clearly that there is a different strategy application between the highest performance franchises and the low to medium performance franchise. The ideal strategy might be the one that has a better result in performance. However, it could not solve directly the issues that appear in identification, the strategy mapping could help as a guide to find out the solution that should implement in each of franchises. Hence, the writer found out that the franchises should start in planning the Key Performance Indicator (KPI) to help them in monitoring the performance, build an activities plan in a year plan, and form a competent team.

For the beginning, the KPI will help the franchises to measure the work of the employees’s productivity. That measurement will guide the franchisees to execute the convenient plan for the company movement. Meanwhile, KPI should inter-flow with the yearly plan

that the franchise created. It will assist to monitor the activities of the franchises's employees and operations in every month through the year. Since majority of the owner of franchises have another main job, the yearly plan could beneficial as well for the owner of franchisees to dedicate its employees for maximizing its work to gather a new prospect consumer. As the issues that mention in the section 2.2.1, the owner of franchises has a struggle to find the right human resources. Therefore, the owner of franchise at least should built an effective and focus team that train-well to stick on the KPI and the yearly plan that has been made by the owner and management of franchisees.

Thereafter, the owner of franchise should prepare its best team with the best plan and KPI for exploiting the resources and the market demand. Also, they should put the power on self-governing its franchisees. It needs for them to focus if they wanted to perform better and gather many leads of customer. The tools and team that mentioned in above could help the owner to work more efficiently and support them to equalize between its main and side job. The aggressiveness should be put on the first year of plan to build a habit in the company's environment from the owner and the team of franchisees. Hence, the franchisor will communicate with franchisees in terms of monitor the performance, consult the business

condition, and the help for further info related to tour and tourism product.

Franchisor's issues solutions

To solve the case from the side of franchisor, the writer has identified the leadership value and competence of the founder from PT Zahara Namora Wisata. It shows that the founder of the company have the competence value towards stability of the company and external focus to overcome the barriers in the company. The stability of the company is a must have for the owner to maintain its continuity to run the business in these competitive market today. As well, the focus on external condition brings the founder to have an advantageous to find out the availability of opportunities for the company in the future. However, it was not powerful enough if the founder could not combine the value and competence in extensively improve its flexibility and align the internal focus as well. Therefore, the writer proposed the solution to improve the current condition of the company. The proposed solution approach to the franchisor's problem must be applicable. The solutions are improving the internal communication between franchisor and franchisees by integrating communication system with technology intelligent, establishing the new division that prioritize franchise to consult the progress, and moving forward to the technology strategic orientation that include the partnership with Saudi Arabia.

Begin with creating the communication technology. Since the company have a power in resources like a total of 40 franchises that they had. Those could be a weapon for the company to quickly scale up. It will facilitate inter-franchisees and franchisor to share the tacit and explicit knowledge that could procreate a new strategy to improve inter-franchisees in boost the performance. So the franchisees that has lower performance could be inspire and drive the excitement to achieve the goal as high as the one who are on top position. Thus, franchisor indirectly supervise the progress from the technology that the company developed. The franchisor could assist the strategic orientation that useful based on each of the issues in each of franchisees. It cause the company need to build a consultation division for an early starting of franchisee business. Those also could maintain a loyalty of franchisees to trust the franchisor because of the deep attention given for them.

Further development of the franchisor should be towards a strategic technology orientation. In today's condition, everything has to develop with a technology to catch up with the competitive market and the current market behaviour. It could help to tap in young adult market, board location, and impression of the company over the Umrah Industry. Since In Umrah industry, the government has creating a system called SIPATUH for integrating

knowledge-based-management that appear a real time based for Jamaah who is departing. This system is also helping the customer to minimize the risk for being fraud by the travel agency. This system is created by Ministry of Religion Affairs. As a result of that case, the company have to move the orientation not only focus on stable position but also in flexible focus by taking a risk where any travel agency has not tapping yet. PT. Zahara Namora Wisata have to build a partnership with Saudia Arabia based on technology platform development. Saudi Arabia is the country where the Umrah is taken place. The partnership on strategic technology orientation could basically reach the most common relation with the Jamaah which is an available retail in Makkah, Madinah, and Jeddah. The technology that is planning will be a combination between fintech and marketplace under PT. Zahara Namora Wisata and Saudi Arabia partner. The flow will be collecting the most common retail where Jamaah likely to shop, then in Saudi Arabia's partner will use a QR code and transaction machine that linked to the website and Indonesia's bank account. The QR Code could scan directly to the Jamaah's phone for doing a transaction in shopping activities without exchange the Rupiah to Riyal Saudi and the goods could send directly to Jamaah's home in Indonesia. The system will be minimizing the cost of extra baggage, adding a competitive advantage of the travel agency, and help

the economy between Indonesia and Saudi Arabia. It will also escalate the company growing to next level that not only offer tour and tourism package but also to help develop a new payment solution for Jamaah and improve the image of credibility of the agency by partnering directly to Saudi Arabia. The movement of the founder will help the franchises deliver the message of the benefits products and services in much better and hopefully transfer the information to customer more compelling.

4. Conclusion and Implementation plan

In conclusion, the gap performance in franchise system of PT Zahara Namora Wisata shows clearly the discrepancy of performance which resulting the barriers in company growing. Based on the research, the gap performance in franchise system of PT Zahara Namora Wisata could solve from a movement of franchisor and franchisees in their power on autonomy in running the franchises's business, the strategic orientation toward a future-oriented, and good communication system between them to plan in todays and future action. The franchises should increase the power in ownership to self-governance the autonomy in the franchise's decision and the strategic orientation toward a long-term plan. The high performance franchises are having a dominant power in autonomy and well-

prepare for a long-term plan, the finding of research in thematic framework become the direction for the rest of franchises. To reach to that direction, all of franchises should to work up in preparing the performance measurement (KPI), the yearly plan, and the effective of human resources. Besides, the franchsior has to improve in combine and align the internal and external focus, as well as the stability and flexibility of the founder decision. The franchisor's founder has substantial impact in enhance the activities performance by strengthen the communication with the franchises, and risk-taker in begin develop towards the technology of future.

The following is the timeline of implementation plan for franchisor and franchise in applying the recommendation of suggestion. The implementation of the thematic framework is begin with a yearly plan. It describe in different activities that employ to franchisor and franchises to start the execution. In further research, the writer could deeply analysis the difference behaviour autonomy in each of the location of franchise, because of those behaviour also have a different approach in solution suggestion to adapt in different location. The writer hopes this finding could help to solve the issues in the company that have similar problem and help another researcher to improve their written.

Activities	Month											
	1	2	3	4	5	6	7	8	9	10	11	12
Implementation Plan												
Strategy Autonomy for Franchises												
Create Key Performance Indicator (KPI)												
Franchisees create a yearly plan												
Build Effective team												
Value and Competence for Franchisor												
Creating an integrated communication based on technology intelligent												
Build a new division that prioritizing a franchisees partner												
Developing a Strategic Technology Orientation to partner with Saudi Arabia												

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