Architecture Image Studies
AIS Scientific Journal

Vol.6, Issue 3, pp.514-530, 2025
DOI: https://doi.org/10.62754/ais.v6i3.247

https://journals.ap2.pt/index.php/ais/index

Itqon Brand Management Capability Efforts to Improve Marketing Performance of Umkm Franchise in West Java Province

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Abstract

This study aims to develop a new conceptual model that addresses the limitations of previous studies and fills the gap in research on the integration of brand management and marketing performance, with a particular emphasis on the concepts of Dynamic Marketing Capability and Brand Image Excellence. The proposed concept, Itqon Brand Management Capability, is expected to enhance brand image excellence. The research sample consisted of franchise-based MSMEs (Micro, Small, and Medium Enterprises) located in West Java Province, with a total of 311 questionnaires distributed. Data were analyzed using Structural Equation Modeling (SEM) with AMOS software version 22. The results showed that Customer Learning Capability and Competitor Learning Capability had a positive effect on Itqon Brand Management Capability. Furthermore, Itqon Brand Management Capability had a significant effect on Marketing Performance. However, this study found that Brand Image Excellence did not have a direct impact on Marketing Performance.

Keywords: *Customer Learning Capability, Competitor Learning Capability, Itqon Brand Management Capability, Brand Image Excellence, Marketing Performance.*

Introduction

Increasingly tight business competition requires MSMEs, especially the franchise sector in West Java, to optimize brand management as a strategic asset. Unfortunately, brand capabilities, learning from customers and competitors, and cross-functional synergies have not been utilized optimally. This has an impact on weak brand advantage and marketing performance.

This study aims to test the effect of Itqon Brand Management Capability (IBMC) on Brand Advantage and Marketing Performance by considering Customer Learning Capability (CLC), Competitor Learning Capability (CoLC), and internal collaboration as supporting factors for adaptive and competitive brand strategies. However, there is still a gap in understanding the integration of these capabilities in the context of franchise MSMEs.

Marselia Herma Hapsari's study (2017) shows that ineffective brand management has a negative impact on the quality of franchise relationships and sales performance. Zhang & Cueto (2017) emphasize that the ability to learn from crisis experiences can increase business resilience and sustainability. Kachouie et al. (2018) and Songkajorn et al. (2022) identify challenges in brand management such as consistency, quality, and attractiveness.

Furthermore, Liu et al. (2021) noted that spiritual aspects such as itqon values are still often overlooked in brand management. In fact, Mitręga (2019) and Schriber & Löwstedt (2020) emphasized the importance of dynamic capabilities and adaptive marketing in dealing with market changes. The

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IBMC concept proposed in this study integrates spiritual values and dynamic brand capabilities to drive Brand Image Advantage, which according to Ferreira et al. (2020) and Karna et al. (2016) is important in building sustainable competitive advantage.

However, the contribution of Market Learning Capability to marketing performance still shows inconsistent results (Were, 2021; Yu et al., 2022), and there are not many studies that fully explain the synergistic relationship between CLC, CoLC, BIA, and MP. Therefore, further research is needed to explore how IBMC can be a more comprehensive and effective approach in increasing the competitiveness of franchise MSMEs, especially in West Java Province.

Literatur Review

Dynamic Capability And Its Relevance In MSME Management

Dynamic Capability is the ability of an organization to respond to environmental changes quickly and effectively through three main pillars: sensing (detecting opportunities/threats), seizing (capitalizing on opportunities), and transforming (adjusting internal structures). This concept was introduced by Teece et al. (1997) and is very relevant for MSMEs operating in uncertain market conditions. For MSMEs, which often face limited resources, adaptability is key to survival and growth. Research by Bhaktiar et al. (2021) shows that network and marketing capabilities affect the performance of culinary MSMEs. Meanwhile, Saputra et al. (2024) emphasize the importance of digitalization as a form of transformation in strengthening competitiveness. Dynamic Capability has also been shown to increase technology adoption and business resilience (Utomo et al., 2021). Therefore, in the context of Franchise MSMEs in West Java, developing dynamic capabilities can help improve brand management and marketing performance sustainably.

Brand Management in Achieving Marketing Performance in Franchise MSMEs

Brand management is a strategic process in building, maintaining, and strengthening the identity and value of a brand in the minds of consumers. In the context of franchise MSMEs, brand management not only functions as a promotional tool, but also as a foundation in building customer trust, loyalty, and competitive advantage. The success of a brand is largely determined by its ability to create a strong, relevant, and consistent image. In the Itqon Brand Management Capability model, brand management is combined with Islamic spiritual values, such as perfection (itqon), honesty, and responsibility. These values encourage the creation of optimal service and product quality, which ultimately has an impact on positive consumer perceptions. Previous research has shown that effective brand management contributes directly to marketing performance. Tsai & Wang (2021) emphasized that good brand management capabilities can increase brand equity and have a significant impact on revenue growth and customer loyalty. In another study, Liao & Chuang (2020) also found that well-managed brands will increase marketing effectiveness and expand market reach. In franchise UMKM in West Java, the implementation of value-based brand management strategies (such as in the Itqon concept) is important to increase competitiveness, expand the market, and create sustainable relationships with customers. Thus, brand management is not only a marketing tool, but also a foundation in achieving superior and sustainable marketing performance.

Religious Values in Achieving Marketing Performance in Franchise MSMEs

In a competitive business environment, the application of religious values such as Itqon—namely working optimally, responsibly, and with perfection—not only serves as a moral guideline, but also plays a role as a long-term business strategy, especially for franchise MSMEs in religious societies such as Indonesia. This value is derived from QS. At-Taubah (9:105) and is reinforced by the hadith of the Prophet SAW. In the context of brand management, the Itqon principle encourages business actors to maintain product and service quality, brand consistency, and build trust through honesty and trustworthiness. The application of this value has been shown to have a positive impact on brand image and performance. Research by Hassan et al. (2020) shows that the integration of spirituality into business practices can increase customer satisfaction and brand loyalty, which ultimately has an impact on improving marketing performance. Religious values also strengthen the direction of business ethics and form strong market differentiation. MSMEs that prioritize the values of integrity and social responsibility tend to gain greater trust and support from consumers. Therefore, the concept of Itqon Brand Management Capability is a strategic approach that not only strengthens brand position but also increases the effectiveness and sustainability of franchise MSME marketing performance.

Synthesis of the Process of Developing a Religious-Centered Brand Management

Developing a brand management centered on religious values is a strategic approach that combines aspects of spirituality with modern business practices. In the context of MSMEs, especially those operating in a religious social environment, this approach not only increases competitive advantage, but also strengthens consumer trust and business sustainability.

This process begins with the integration of core religious values such as Itqon (perfection), amanah (trust), and ihsan (ethics in working) into all brand management activities. These values serve as guidelines in building brand identity, forming an honest and trustworthy image, and creating deeper emotional connections with customers.

In its implementation, religious principles become a filter in strategic decision-making, such as determining brand positioning, marketing communications, and product innovation. This creates a brand that is not only functionally superior, but also spiritually and socially meaningful. Consumers also tend to give higher loyalty to brands that are considered to reflect the values they believe in.

Studies such as those conducted by Jamal and Sharifuddin (2015) and Hassan et al. (2020) confirm that spirituality in brand management can form positive perceptions, strengthen brand identity, and have a direct impact on business performance. In the context of franchise MSMEs in Indonesia, the application of this approach also answers the needs of a religious market that is increasingly aware of ethics in consumption.

Thus, the synthesis between brand management and religious values is not only a competitive differentiation, but also a foundation for building a strong, sustainable brand that brings broader social benefits.

This study introduces the concept of Itqon Brand Management Capability (IBMC), a value-based brand management framework that integrates dynamic capabilities with Islamic values such as perfection, quality, and integrity. IBMC addresses gaps in previous models by offering a more integrative, locally rooted, and ethically grounded approach to enhance MSME competitiveness.

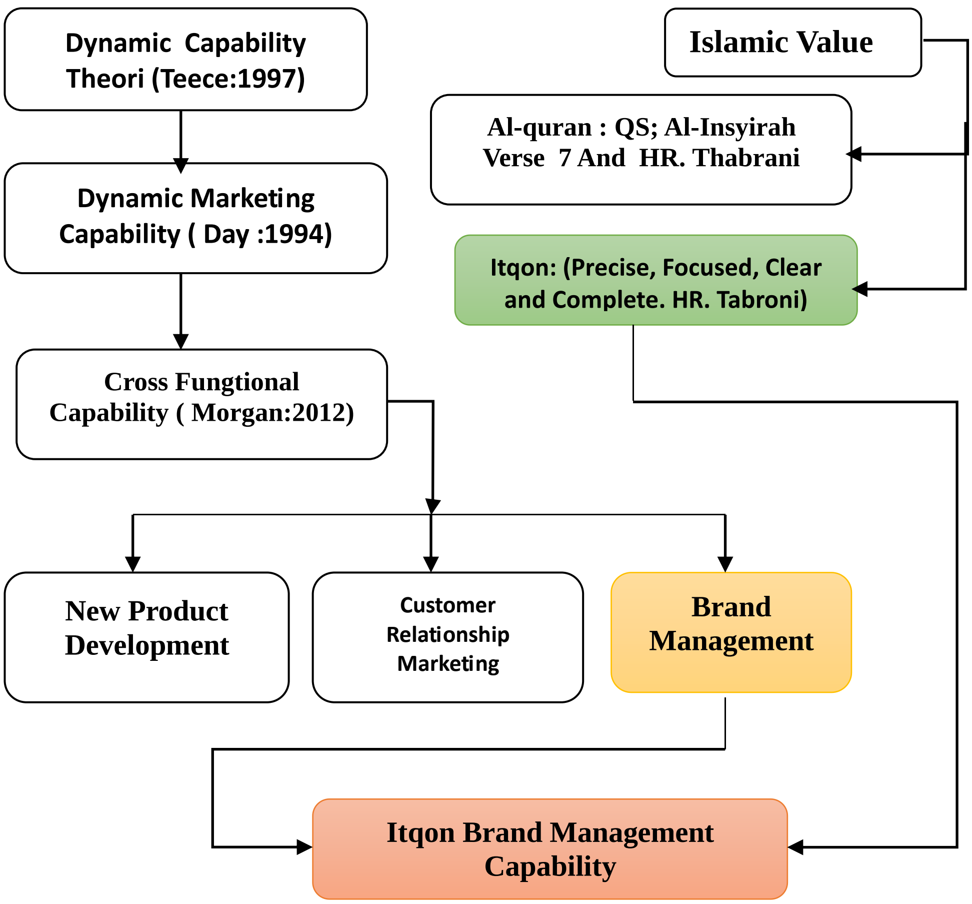

Figure 1 Integration of Dynamic Capability Theory, Dynamic Marketing Capability, Cross Functional Capability and Itqon

From Figure 1, it can be explained that ICBM is the result of a synthesis process of Dynamic Capability Theory, and Religious Values. This process illustrates that conventional theories derived from Western values need to be adjusted or supplemented with local values to strengthen the application of these theorie in certain sectors, thus enriching the theoretical framework.

Hypothesis Development

Market Learning Capability influences Itqon Brand Management Capability

Market Learning Capability is a strategic capability that enables organizations to understand market dynamics through learning from customers and competitors. In the context of Itqon Brand Management Capability, this capability is the basis for forming adaptive and high-value brand management. The higher the ability to learn from the market, the greater the organization's capacity to build professional, thorough, and quality brand management according to Itqon values.

Customer Learning Capability influences Itqon Brand Management Capability

In a dynamic and competitive business era, an organization's ability to learn from customers (Customer Learning Capability/CLC) is crucial to maintaining market relevance and competitiveness. According to Yang, Mia, and Islam (2010), a company's ability to absorb and apply information from customers contributes directly to improving marketing performance and customer satisfaction. CLC not only includes data collection, but also how the data is processed into adaptive and innovative strategies. In line with that, Itqon Brand Management Capability (IBMC) is a new concept that emphasizes quality, professional, and ethical brand management, based on the values of itqon in Islam—namely perfection, perseverance, and integrity. IBMC strengthens the brand's ability to build trust, loyalty, and a unique position in the market. Akgün et al. (2014) stated that learning from customers and the market plays an important role in creating adaptive and superior brands. Sinkovics et al. (2015) also added that the integration of market learning and dynamic brand management can strengthen strategic responses to external changes, especially in the MSME sector. The integration of CLC and IBMC is in line with the Dynamic Capabilities Theory (Teece et al., 1997), which states that long-term competitive advantage can only be achieved if the company is able to absorb, change, and configure resources according to the dynamics of the business environment. In the context of franchise MSMEs, this helps them remain responsive, relevant, and sustainable in the face of changing customer preferences and market competition..

H1: *Customer Learning Capability has a positive effect on Itqon Brand Management Capability.*

Competitor Learning Capability influences Itqon Brand Management Capability

Competitor Learning Capability (CoLC) is an organization's ability to observe, analyze, and learn strategic lessons from competitors. According to Tsoy & Konstantinov (2023), in competitive market conditions, companies are encouraged to learn more actively from competitors, especially when products have similarities and high learning challenges. This allows companies to understand the strengths, weaknesses, and industry trends. When CoLC is integrated with Itqon Brand Management Capability (IBMC) - namely brand management capabilities based on the principles of itqon: perfection, quality, and sustainability - then MSMEs can develop superior and more responsive brand strategies. IBMC emphasizes professionalism and ethical values in brand management. Based on the Dynamic Capabilities Theory (Teece et al., 1997), learning from competitors is part of the dynamic capabilities that strengthen the company's responsiveness to market changes. Research by Ritala & Hurmelinna-Laukkanen (2013) also emphasizes that CoLC plays an important role in creating excellence in brand positioning. By combining competitor insights and itqon values, UMKM Franchise can form a strong, unique and sustainable brand positioning in the face of competition..

H2*: Competitor Learning Capability has a positive effect on Itqon Brand Management Capability.*

Itqon Brand Management Capability influences Brand Image Advantage

Itqon Brand Management Capability, which emphasizes the values of perfection, honesty, and responsibility in brand management, directly contributes to building a strong and positive brand image. Exemplary and consistent implementation of Itqon values create a superior brand perception in the minds of consumers. In the context of franchise MSMEs, brand management based on the principles of Itqon namely perfection, high quality, and consistency is known as Itqon Brand Management

Capability (IBMC). IBMC emphasizes integrity in every aspect of branding, from design, communication, to customer experience. Research by Yazid and Kawiryan (2023) shows that customer attitudes, brand familiarity, brand awareness, and brand extension have a significant positive influence on brand image. This indicates that consistent and quality brand management can strengthen customers' positive perceptions of the brand. Furthermore, research by Iyer (2016) revealed that strong brand management capabilities, which include a supportive organizational culture and strategic branding processes, contribute positively to brand performance. This shows that the application of itqon principles in brand management can strengthen the brand's position in a competitive market.m Thus, the application of IBMC based on the principles of itqon not only improves the internal quality of the brand, but also strengthens the brand image in the eyes of customers, providing a sustainable competitive advantage.

H3: *Itqon Brand Management Capability has a positive effect on Brand Image Advantage*.

Itqon Brand Management Capability has an effect on Marketing Performance

Itqon value-based brand management enables the achievement of effective and sustainable marketing strategies. Values such as professionalism, integrity, and quality strengthen consumer trust and have a direct impact on achieving marketing targets. Brand Image Advantage refers to the competitive advantage gained by a company through a positive, strong, and consistent perception of the brand in the minds of consumers. A strong brand image creates added value that differentiates the brand from competitors, increases customer loyalty, and strengthens market position. According to research by Matondang and Wahyuni (2022), a positive brand image plays an important role in shaping consumer decisions and creating competitive advantage in the banking sector. A number of previous studies support the importance of brand management capabilities in shaping brand image advantage. Keller (2022) emphasized that consistent and quality brand communication plays an important role in building a strong brand image in the minds of consumers. Meanwhile, Aaker (2022) stated that strategic capabilities in managing brands, such as forming the right differentiation, identity, and associations, can strengthen the market's positive perception of the brand. Furthermore, Homburg, Klarmann, and Schmitt (2010) found that brand management competencies have a significant effect on customer-based brand equity, indicating that good management contributes directly to brand value in the eyes of consumers.

Theoretically, the positive relationship between brand management capability and marketing performance has been supported by Keller and Aaker (2022), who emphasize that strategic brand management enhances long-term value and competitiveness. The concept of *Itqon Brand Management Capability*, which integrates quality, precision, and professionalism, is a relatively new approach, especially among MSME franchises in West Java. This study aims to fill the research gap by examining its impact on marketing performance in this context.

H4: *Itqon Brand Management Capability has a positive effect on Marketing Performance.*

Brand Image Advantage has an effect on Marketing Performance

Brand Image Advantage reflects consumers' positive perceptions of the brand that have an impact on loyalty, preference, and purchasing decisions. Brands that have a superior image are able to drive marketing performance through increased customer acquisition and higher sales. In a competitive business context, Brand Image Advantage (BIA) is a competitive advantage obtained by a company through a positive, strong, and consistent perception of the brand in the minds of consumers. A strong brand image creates added value that differentiates the brand from competitors, increases customer loyalty, and strengthens market position. Itqon Brand Management Capability (IBMC) is a strategic approach to brand management that integrates the principles of perfection, precision, and professionalism. The implementation of IBMC is expected to increase positive consumer perceptions, strengthen loyalty, and encourage increased marketing performance. A study by Keller (2022) shows that a strong brand image can increase consumer perception value, strengthen customer loyalty, and reduce price sensitivity. In the long term, this makes brand image a strategic asset that differentiates the brand from competitors in the market. Furthermore, Aaker (2022) emphasized that structured brand management will strengthen competitiveness and increase the chances of success in marketing strategies. Thus, it can be concluded that the higher the company's ability to manage brands effectively (IBMC), the higher the marketing performance that can be achieved (Marketing Performance). Research by Homburg, Klarmann, and Schmitt (2010) found that brand management competency has a significant effect on customer-based brand equity, indicating that good management contributes directly to brand value in the eyes of consumers. Overall, the implementation of Itqon Brand Management Capability that focuses on quality, accuracy, and professionalism can strengthen Brand

Image Advantage, which in turn improves the company's marketing performance and competitiveness in the market.

H5: *Brand Image Advantage has a positive effect on Marketing Performance.*

Based on the relationships between the variables described above, formulated into the following empirical model as Figure 2.

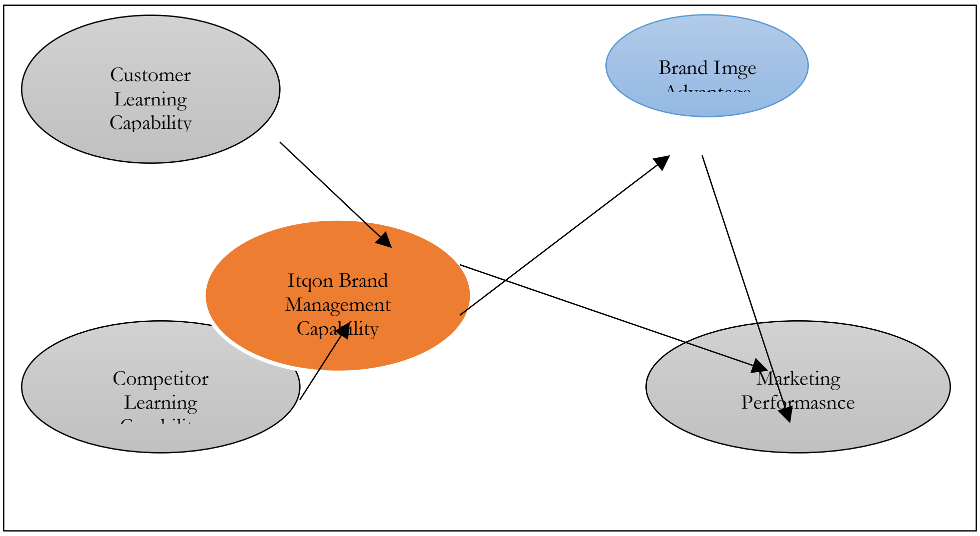

Figure 2: Empirical Model

Research Method

This study aims to develop a new concept, namely Itqon Brand Brand Management Capability (ICBM) using a systematic literature review supported by PoP software. The concept was evaluated by three experts, namely a professor in the field of management and Islamic perspective, and a practitioner through a simple Focus Group Discussion (FGD). For model testing, this study used a quantitative method by distributing questionnaires to 311 Franchise MSMEs in West Java province. The target respondents were MSMEs that had entered the National market in the West Java province and had a strong interest in entering the market. The sampling technique used was stratified purposive simple random sampling, involving the Indonesian Franchise Association (AFI) and related stakeholders to obtain approval and permission to contact the Franchise MSME leaders. Quantitative analysis was carried out using Structural Equation Modeling (SEM) to evaluate the suitability of the ICBM model developed. The process of developing this model includes several stages: (1) Model Development: Designing relationships between variables, determining measurement items, and evaluating the model through FGD. (2) Empirical Model Testing: Conducting empirical analysis using SEM. The empirical model is presented in Figure 2 below, and an explanation of the measurement variables will be provided in the following subsection.

Variable Measurement

Measurement of Variables

In this study, several variables in this study play an important role in marketing strategy. First, Consumer Learning Capability refers to the process by which consumers gain knowledge to collect consumer needs information, the amount of customer information, new ideas related to customers, customer information from sellers and customer information to innovate. This helps to obtain information about customer needs and wants (Jay werrawardena, 2003). Furthermore, Competitor Learning Capability shows the advantage in understanding the competitor information needed, competitor information from sellers, competitor information between sections, competitor information for innovation, competitor pricing strategies. This is information about the main strategies of competitors faced (Jay werrawardena, 2003).

Brand Image Advantage reflects the relative advantage over competitors in terms of product image in brand identity, brand personality, brand association, and brand competence (Bambang Sukma Wijaya, 2013) The concept of Itqon Brand Management Capability (ICBM) is a new approach that places religious values. Ability to develop the right brand assets, Ability to develop targeted brand assets, Ability to develop clear brand assets, Ability to develop complete brand assets, Ability to grow the right brand assets, Ability to grow targeted brand assets, Ability to grow clear brand assets, Ability to grow complete brand assets, Ability to maintain the right brand assets, Ability to maintain targeted brand assets, Ability to maintain clear brand assets, Ability to maintain complete brand assets, Ability to improve the right brand assets, Ability to improve targeted brand assets, Ability to improve clear brand assets, Ability to improve complete brand assets (Development of this Study, 2025). The last is marketing performance which is the result of the marketing process carried out by the company. All of these variables are interrelated and play an important role in building an effective marketing strategy. Among them are revenue growth, customers, profits, target number of customers, and market expansion (Ferdinand, (2013), Rodriguez, et, al, 2013).

Result and Discussion

Result

Based on Table 1 regarding descriptive analysis, it is known that the average score of Customer Learning Capability (CLC) is in the high category, while Competitor Learning Capability (CoLC) is in the high category. Brand Image Advantage (BIA) is in the high category, Itqon Brand Management Capability (IBMC) is in the high category, and Marketing Performance is in the high category. Of the 35 indicators, all are in the high category, 5 indicators are in the high category in the customer learning capability variable, 5 indicators are in the high category in the competitor learning capability variable, 16 indicators are in the high category in the Itqon Brand Management Capability variable, 4 indicators are in the high category in the brand image advantage variable and 5 indicators are in the high category in the marketing performance variable.

Table 1. Descriptive Analysis

No.	Variable	Value		Category
		Average	Dev. Standard	
1.	*Customer learning Capability*	252,56	1,000	High
2.	*Competitor Learning Capabilitty*	253,88	1,000	High
3.	*Brand Image Advantage*	249,525	1,000	High
4.	*Itqon Brand Management Capability (ICBM)*	253,62	1,000	Hgh
5.	*Marketing Performance*	255,20	1,000	High

Sources: Data Analysis (2025)

Based on the results of the Confirmatory Factor Analysis (CFA) test on the exogenous model, the results of the model fit test (goodness of fit) were obtained which overall showed good fit. The Chi-Square value of 25.004 with a probability of 0.869 (p> 0.05) indicates that there is no significant difference between the proposed model and the empirical data. Other fit indices also support good model fit, indicated by the GFI value of 0.984, AGFI of 0.975, RMSEA of 0.000, and TLI and CFI which both reached a perfect value of 1.000. All of these index values have met the set cut-off criteria, so it can be concluded that the exogenous measurement model has a very good level of fit with the data collected. Explained in table 2 as follows:

Table 2 Results of Testing the Exogenous Table Variable Construct

No.	**Indeks Goodness of Fit**	**Cut off Value**	**Analysis results**	**Model Evaluation**
1	Chi-Square	Signifikan (p > 0,05)	25,004 (p = 0,869)	**Good**
2	GFI	≥ 0,90	0,984	**Good**
3	AGFI	0,80 ≤ AGFI ≤ 0,9	0,975	**Good**
4	RMSEA	≤ 0,08	0,000	**Good**

5	TLI	≥ 0,90	1,000	**Good**
6	CFI	≥ 0,90	1,000	**Good**

Source: Processed data (2025)

Table 3 The test results on the measurement model show that all indicators have high factor loading values. In the Customer Learning Capabilities (CLC) variable, the five indicators have estimated values ranging from 0.815 to 0.916, with the CLC4 indicator having the highest contribution (0.916) and CLC1 having the lowest contribution (0.815). Meanwhile, in the Competitor Learning Capability (COLC) variable, the five indicators also show high estimated values, ranging from 0.879 to 0.921, with the COLC1 indicator providing the largest contribution (0.921) and COLC4 providing the smallest contribution (0.879). The loading factor values that are consistently above 0.8 for all indicators indicate that these indicators are valid and reliable measures in explaining their latent constructs.

Table 3. Confirmatory Factor Analysis of Exogenous Constructs

	Indicator	Loading Factor
Customer Learning Capability (CLC)	CLC1	0,815
	CLC2	0,886
	CLC3	0,896
	CLC4	0,916
	CLC5	0,886
Competitor Learniang Capability (COLC)	COLC1	0,921
	COLC2	0,893
	COLC3	0,909
	COLC4	0,879
	COLC5	0,895
	CLC1	0,815

Sources: processed data (2025)

Based on the results of the Confirmatory Factor Analysis (CFA) test on the endogenous model, the results of the model fit test showed a good level of fit with empirical data. The Chi-Square value of 309.681 with a probability of 0.058 (p> 0.05) indicates that there is no significant difference between the proposed model and the observed data. Other fit indices also support good model fit, indicated by the GFI value of 0.928, AGFI of 0.914, RMSEA of 0.021, TLI of 0.996, and CFI of 0.996. All of these fit indices have met the set cut-off criteria, so it can be concluded that the endogenous measurement model has a very good level of fit with the research data. Explained in table 4 as follows:

Table 4. Confirmatory Factor Analysis of Exogenous Constructs

No.	Indeks Goodness of Fit	Cut off Value	**Analysis results**	Model Evaluation
1	Chi-Square	Signifikan (p > 0,05)	309,681 (p = 0,058)	**Good**
2	GFI	≥ 0,90	0,928	**Good**
3	AGFI	0,80 ≤ AGFI ≤ 0,9	0,914	**Good**
4	RMSEA	≤ 0,08	0,021	**Good**
5	TLI	≥ 0,90	0,996	**Good**
6	CFI	≥ 0,90	0,996	**Good**

Source: Processed data (2025)

In the results of table 4, the test results on the measurement model for the exogenous variable constructs show that all indicators have a substantial contribution in explaining their latent constructs. In the Brand Image Advantage (BIA) variable, the four indicators have estimated values ranging from 0.896 to 0.922, with the BIA3 indicator providing the highest contribution (0.922). In the Itqon Brand Management Capability (IBMC) variable, all 16 indicators show high estimated values between 0.888 to 0.927, with IBMC13 having the largest contribution (0.927). Meanwhile, for the Marketing

Performance (KP) variable, the five indicators have estimated values between 0.840 to 0.903, with KP4 providing the highest contribution (0.903) and KP5 providing the lowest contribution (0.840). The consistency of the high loading factor values on all indicators confirms that the measurement instrument used has good validity and reliability in measuring the endogenous variables of the study.

Table 5. Confirmatory Factor Analysis of Exogenous Constructs

	Indicator	Loading Factor
Brand Image Advantage (BIA)	BIA1	0,896
	BIA2	0,904
	BIA3	0,922
	BIA4	0,907
	IBMC1	0,896
	IBMC10	0,909
	IBMC11	0,915
	IBMC12	0,918
	IBMC13	0,927
	IBMC14	0,914
	IBMC15	0,925
	IBMC16	0,912
	IBMC2	0,907
	IBMC3	0,903
	IBMC4	0,888
	IBMC5	0,909
Itqon Brand Management Capability (IBMC)	IBMC6	0,897
	IBMC7	0,901
	IBMC8	0,896
	IBMC9	0,904
Marketing Performance (MP)	KP1	0,878
	KP2	0,885
	KP3	0,893
	KP4	0,903
	KP5	0,840

Source: Processed data (2025)

The results of the normality assumption test on the empirical model indicate that the research data has a fairly normal distribution. The skewness values for all variables are in the range of -0.024 to 0.346 with a critical ratio (c.r.) between -0.172 to 2.490, which is still within the limits of ±2.58 at a significance level of 0.01. Although some variables show negative kurtosis values ranging from -0.709 to -0.114, the critical ratio value remains within the tolerance limit. The minimum value for all variables is 6,000 and the maximum value is 10,000, indicating that the data tends to be concentrated in the high range of values but remains fairly normally distributed for further analysis.

The results of the multicollinearity test using Mahalanobis Distance, show that there are several observations that have quite high d-squared values, with the highest value being 59.472 in observation number 166 with p1 of 0.006. However, the p2 value of 0.042 is still above the threshold of 0.001, indicating that the observation is not classified as extreme multicollinearity. Other observations such as numbers 136, 12, and 173 also show relatively high d-squared values, but are still within acceptable limits because the p2 value is above 0.001, so it can be concluded that there are no serious multicollinearity problems in the research data.

Based on outliers testing using Z-score values, the results show that all variables have Z-score values in the range of -2.635 to 2.077. Although there are several variables that have Z-score values slightly above ±3, such as Zscore: KP5 with a minimum value of -2.635, overall the distribution of Z-score values is still within the ±3 limit which is commonly used as an outlier criterion. This indicates that there is no extreme data that needs to be eliminated from the analysis. The mean value of 0.000 and standard deviation of 1.000 for all variables also indicate that the data has been well standardized.

The goodness of fit test on the overall empirical model shows that the model has a very good level of fit with the empirical data. The Chi-Square value of 585.972 with a probability of 0.168 (p> 0.05) indicates that the model built is in accordance with the observation data. Other fit indices also support good model fit, with a GFI value of 0.906, AGFI of 0.894, RMSEA of 0.014, TLI of 0.998, and CFI of 0.998. All of these index values have met the set cut-off criteria, so it can be concluded that the structural model built has a very good level of fit and can be used for hypothesis testing. And explained in table 6 as follows:

Table 6. Goodness of Fit Index for Full Model

Indeks Goodness of Fit	Cut-off Value	Result	Evaluation
Chi-Square	Signifikan (p > 0,05)	585,972 (p = 0,168)	**Good**
GFI	≥ 0,90	0,906	**Good**
AGFI	0,80 ≤ AGFI ≤ 0,9	0,894	**Good**
RMSEA	≤ 0,08	0,014	**Good**
TLI	≥ 0,90	0,998	**Good**
CFI	≥ 0,90	0,998	**Good**

Source: Processed data (2025)

By obtaining the right model, parameter testing is carried out as hypothesized to be interpreted. Suitability tests and statistical tests are carried out to obtain analysis of data processing results at the full SEM model stage. Based on the research results, it can be concluded as follows:

Table 7. SEM Testing

			Estimate
IBMC	<---	CLC	**0,420**
IBMC	<---	COLC	**0,514**
BIA	<---	IBMC	**-0,033**
KP	<---	IBMC	**0,641**
KP	<---	BIA	**0,338**

Source: Processed data (2025)

The results of the regression coefficient estimation between the main variables show that Competitor Learning Capability (COLC) has a positive and significant effect on Itqon Brand Management Capability (IBMC) with an estimated value of 0.420 (p <0.001). Likewise, Customer Learning Capabilities (CLC) has a positive and significant effect on IBMC with a larger estimated value of 0.514 (p <0.001). However, IBMC shows a negative and insignificant effect on Brand Image Advantage (BIA) with an estimated value of -0.033 (p = 0.574). On the other hand, IBMC has a strong positive and significant effect on Marketing Performance (KP) with an estimated value of 0.641 (p <0.001), and BIA also has a positive and significant effect on KP with an estimated value of 0.338 (p <0.001). From these results, the results of data processing in Figure 2 were also obtained as follows:

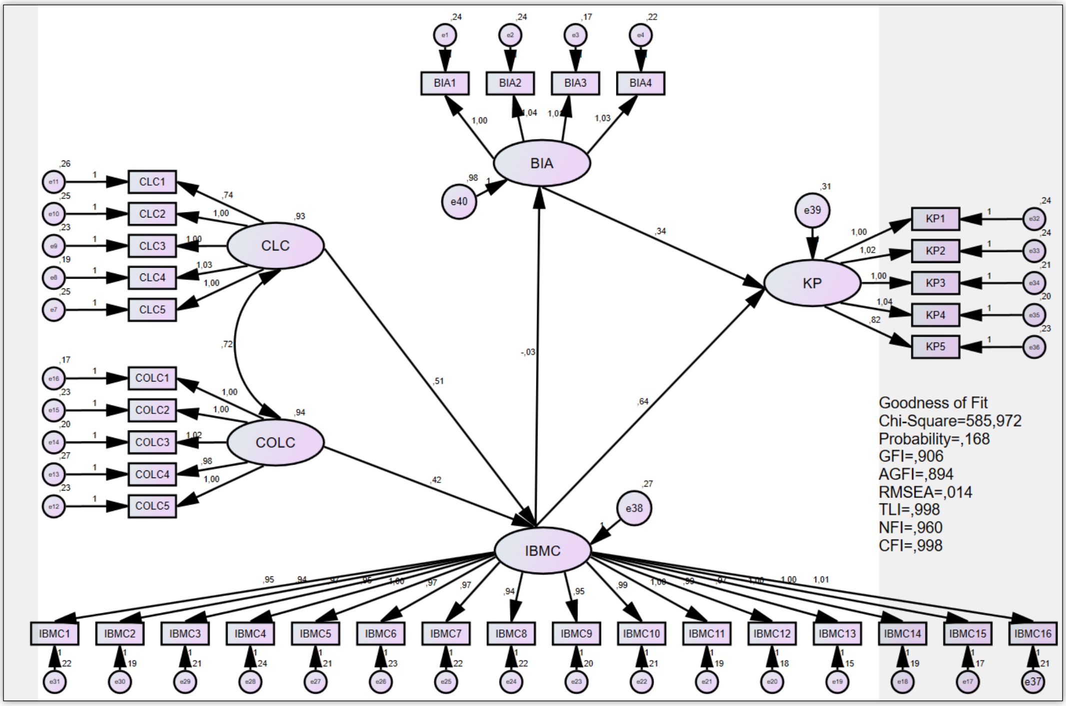

Figure 2. SEM Empirical Model

The analysis of regression coefficient estimation on the indicators shows that all indicators have a significant contribution in measuring their latent variables ($p < 0.001$). In the CLC variable, the estimated values range from 0.742 to 1.032, with CLC4 having the highest contribution. In COLC, the estimated values range from 0.980 to 1.016. For the BIA variable, the estimated values range from 1.000 to 1.036, with BIA2 having the highest contribution. In IBMC, the estimated values range from 0.938 to 1.008, and in KP, the estimated values range from 0.823 to 1.037, with KP4 showing the highest contribution. The critical ratio (C.R.) values which are all well above 1.96 confirm the statistical significance of all indicators in measuring their latent constructs.

Next, testing of direct and indirect effects can be seen from the direct effect and indirect effect values explained in table 8 as follows:

Table 8. Direct Effects and Indirect Effects (Group number 1 - Default model)

		COLC	CLC	IBMC	BIA	KP
Direct Effect	**IBMC**	0,407	0,496	0,000	0,000	0,000
	BIA	0,000	0,000	-0,033	0,000	0,000
	KP	0,000	0,000	0,709	0,370	0,000
Indirect Effects	**IBMC**	0,000	0,000	0,000	0,000	0,000
	BIA	-0,013	-0,016	0,000	0,000	0,000
	KP	0,284	0,346	-0,012	0,000	0,000

Source: Processed data (2025)

The results of the direct effect analysis show that COLC and CLC have a positive direct influence on IBMC with values of 0.407 and 0.496, respectively. IBMC has a very small negative direct influence on BIA with a value of -0.033. Meanwhile, IBMC and BIA have a positive direct influence on KP with values of 0.709 and 0.370, respectively. For the indirect effect, COLC and CLC have a very small negative indirect effect on BIA with values of -0.013 and -0.016, respectively. However, COLC and CLC have a fairly substantial indirect effect on KP with values of 0.284 and 0.346, respectively. IBMC has a very small negative indirect effect on KP through BIA with a value of -0.012. These findings indicate that COLC and CLC have a significant contribution to improving Marketing Performance, both directly through IBMC and indirectly.

Discussion

The Influence of Customer Learning Capability (CLC) on Itqon Brand Management Capability (IBMC).

Customer Learning Capability (CLC) is the ability of MSMEs to understand and learn from customers by collecting and utilizing information about their needs and preferences. A strong CLC helps companies respond quickly to market changes, increase innovation, and strengthen brand strategies. The results of the study show that CLC has a significant effect on Itqon Brand Management Capability (IBMC) . The higher the ability of MSMEs in studying customers, the stronger their ability to manage brands carefully, directed, and quality-oriented (Itqon values). The highest indicator is in the ability to identify changes in consumer needs (CLC1), indicating that MSMEs are quite responsive to market dynamics. Theoretically, CLC drives data-based decision making, increases product relevance, and strengthens brand advantage in the market. This is in line with the views of experts such as Kamasak (2017), Liao & Chuang (2020), and Tsai & Wang (2021), who emphasize the importance of CLC in innovation and business performance. With an average index value of 252.56 with the highest value on the indicator "Ability to collect information on changes in consumer needs" (CLC1) with a value of 254. This shows the ability of MSMEs to understand changes in consumer needs. The highest value on the CLC1 indicator, which focuses on the ability to collect information on changes in consumer needs, shows that MSMEs have very good abilities in detecting and responding to changes in customer needs.

The Influence of Competitor Learning Capability on Itqon Brand Management Capability

Competitor Learning Capability (COLC) is the ability of MSMEs to ethically analyze and utilize competitor strategies. The results of the study showed that COLC has a significant effect on Itqon Brand Management Capability (IBMC) .The highest indicator is the ability to utilize competitor information (value 254.4), which reflects the importance of understanding competitor sales strategies in forming adaptive and innovative brand strategies. In the perspective of Islamic values, COLC must be run honestly, fairly, and socially responsible. Healthy competition supports the creation of a sustainable brand strategy that is beneficial to society. With a strong COLC, MSMEs can design brand management that is more responsive to market dynamics, remains based on competitor data, and is based on the values of honesty and excellence (Itqon). Competitor Learning Capability COLC refers to a company's ability to learn and analyze competitors' strategies and tactics, including brand management and product innovation. Adaptive and responsive brand management to market changes and customer needs, which allows companies to maintain competitiveness. COLC provides strategic insights that help companies identify competitors' tactics and design more effective and innovative brand strategies. Liao, S., & Chuang, C. (2020). The Impact of COLC on IBMC COLC strengthens IBMC by providing competitor data to design brand strategies. Strong IBMC results in brand strategies that are responsive, innovative, and adapt quickly to customer needs. COLC helps companies create competitive advantages through brand strategies that are relevant and responsive to market changes. Teece, D. J. (2018). Mempelajari pesaing membantu perusahaan membuat strategi merek lebih responsif, inovatif, dan menciptakan nilai baru. Kamasak, R. (2017).

The Influence of Itqon Brand Management Capability on Brand Image Advantage.

Hypothesis 3 found that Itqon Brand Management Capability (IBMC) has no significant effect on Brand Image Advantage (BIA) (estimate -0.033; $p = 0.574$). However, the average value of IBMC is high, indicating that MSMEs already have strong capabilities in managing brands, such as maintaining a consistent image, innovating, and responding to market needs. The highest indicator is "Ability to develop appropriate brand assets" (IBMC1) with a value of 255.2, indicating an important role in forming a strong brand identity. This supports positive consumer perception and potential competitive advantage. However, statistical results show that strengthening IBMC has not directly increased Brand Imag Advantage, indicating the need for a more integrated strategy so that brand management capabilities are truly reflected in brand image perception. Competitor monitoring and analysis Is done in a limited and inconsistent manner. Does not show a significant impact on brand competitiveness. Competitor information is underutilized for strategies that strengthen brand perception. Porter, M. E. (2020). Lack of customer feedback processing and implementation systems hinders the use of information to strengthen brand image. Kotler, P., & Keller, K. L. (2021)

The Influence of Itqon Brand Management Capability on Marketing Performance.

Hypothesis 4 shows that Itqon Brand Management Capability (IBMC) has a positive effect on Marketing Performance (MP) . A high average IBMC value indicates that Franchise UMKM is quite good at managing brands, which has a direct impact on improving marketing performance such as increasing competitiveness, sales, and customer satisfaction. The most dominant indicator is “Market area expansion" (MP5) with the highest loading value (259.2), indicating that market expansion is the main factor in driving the marketing performance of Franchise MSMEs. This is in line with Kapferer's theory (2012) which emphasizes the importance of clear brand assets to support brand image and business performance. . Effective brand image management strengthens customer perceptions and improves marketing performance, Kotler, P., & Keller, K. L. (2021). Continuous innovation helps brands stay relevant and attractive to customers, improving marketing performance, Schilling, M. A. (2021).

The Influence of Brand Image Advantage on Marketing Performance.

Hypothesis 5 states that Brand Image Advantage (BIA) has a significant influence on Marketing Performance (MP). . Although the average BIA is high, its effect on marketing performance is not always immediately visible, because it can be influenced by other factors such as product quality, marketing strategy, and limited MSME resources. BIA indicators such as brand identity , brand personality , brand association , and brand competence show that the strength of brand image often still depends on the franchisor. This limits its impact on MP, especially in aspects such as customer growth, revenue, and market expansion. However, the results still show that BIA has a positive influence on MP , because a strong brand image builds trust, loyalty, and facilitates differentiation and promotion. This is in line with the study of Dahmiri et al. (2024) which found that a positive brand image can strengthen the marketing performance of MSMEs. Strong brand image increases consumer confidence, thereby increasing sales and loyalty. Tewary & Mehta (2023). Promotional strategies will be more successful if consumers already have a positive image of the brand in question. Ceptureanu et al. (2022).

Itqon Brand Management Capability as a New Concept in Mediation Effect.

Itqon Brand Management Capability (IBMC) was developed as a new concept based on Islamic values (such as amanah , ihsan , and istiqamah) in the context of managing UMKM Franchise brands. This concept integrates moral and spiritual dimensions into branding strategies and is used to bridge the relationship between learning capabilities (from customers and competitors) and marketing results. In its mediation role , IBMC has proven to be a vital link between:

- Customer Learning Capability (CLC) → IBMC → Marketing Performance
- Competitor Learning Capability (COLC) → IBMC → Marketing Performance

Although IBMC does not directly influence Brand Image Advantage, its ability to create brands that are managed with integrity and professionalism still contributes to improving marketing performance. In conclusion, IBMC serves as a strategic bridge that transforms market insights into more adaptive, ethical and impactful brand strategies, particularly in the context of Islamic value-based MSMEs.

Respondents' Perceptions of Increasing Brand Management Capabilities in Encouraging Franchise MSME Marketing Performance

The following table shows Respondents' Perceptions on Increasing Brand Management Capabilities in Encouraging Franchise MSME Marketing Performance, as follows:

Table 9. Research Focus: Respondents' Perceptions of Increasing Brand Management Capabilities

No	Variable	Index value	Category
1	Customer learning Capability	248,1	High
2	Competitor Learning Capabilitty	248	High
3	Brand Image Advantage	250	High
4	Itqon Brand Management Capability (ICBM)	251,9	High

Sources: Data Analysis (2025)

Based on Table 9, all research variables fall into **the** high category, with an average index of 249.5**.** The highest score is for Itqon Brand Management Capability (251.9)**,** showing strong brand management aligned with Islamic values like Amanah**,** Ikhlas, and Responsibility**.** The lowest score is Competitor Learning Capability (248**)**, indicating the need for more structured and adaptive competitor analysis. Customer Learning Capability (248.1**)** also shows good performance but still has room for improvement to enhance innovation and relevance. Brand Image Advantage (BIA) scored high (250), reflecting a positive brand perception in terms of trust, differentiation, and loyalty. Overall, IBMC is seen as the strongest aspect, while competitor learning remains the main area needing improvement to enhance competitiveness.

Key Findings and Contributions to the Body of Knowledge

This study offers key insights into brand management within Islamic value-based UMKM franchises. First, Customer Learning Capability (CLC) positively influences Itqon Brand Management Capability (IBMC), showing that understanding and adapting to customer needs strengthens brand strategy. Second, Competitor Learning Capability (CoLC) also positively impacts IBMC, affirming that ethical learning from competitors enhances brand management. Third, although IBMC scores high, it does not significantly affect Brand Image Advantage, likely due to weak brand communication or franchisor influence. Fourth, IBMC significantly improves Marketing Performance, proving that value-based brand management boosts competitiveness and sales. Fifth, Brand Image Advantage also positively impacts Marketing Performance by fostering trust and loyalty. Theoretically, the study introduces IBMC as a novel concept integrating Islamic values—honesty, quality, responsibility—into brand management. Empirically, it links learning capabilities and IBMC to marketing outcomes, filling a gap in Islamic MSME franchise research. Practically, it guides MSMEs to combine ethical learning and Islamic brand values as a sustainable competitive edge.

Limitations And Future Research Directions

Competitor Learning Capability (CoLC) helps firms understand rivals and adapt to market trends. When combined with Itqon Brand Management Capability (IBMC), which emphasizes quality and professionalism, UMKM Franchises can develop stronger, more responsive brand strategies. Guided by Dynamic Capabilities Theory, this synergy enhances sustainable brand positioning in competitive markets.

Acknowledgements

The author would like to express his deepest gratitude to Allah SWT for His grace and guidance in completing this research. Thanks are given to the promoter team for their invaluable support and direction, and to all lecturers of the Doctoral Program in Management, Sultan Agung Islamic University, for their knowledge and guidance. The author would also like to thank the UMKM franchise respondents for their participation, as well as to colleagues who have provided encouragement and insight during this process. Thanks are due to the academic community of Wiralodra University Indramayu and the Wiralodra University Foundation Indramayu. Hopefully this research will provide a meaningful contribution to the field of management, especially in brand management based on Islamic values among UMKM in West Java, Indonesia.

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