THE INFLUENCE OF COMMUNITY SUPPORT ON THE GLOBAL BRAND IMAGE AND BRAND LOYALTY
(A Study to XL Future Leaders Grantees on Batch 1 toward Axiata)

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ABSTRACT
The research aims to investigate the influence of Community Support on the Global Brand Image and Brand Loyalty. Exogenous variables used in this research is Community Support, meanwhile the endogenous variables in this research are Global Brand Image and Brand Loyalty. The type of research is an explanatory research with quantitative approach. Location of the study was conducted at XL Future Leaders Grantees on Batch 1. There are 107 active grantees as research populations. Data analysis techniques in this study used Path Analysis. The results show that, there is a significant influence of Community Support on the Global Brand Image with a significant number of beta coefficient 0.635, then there is the partial effect of Community Support on Brand Loyalty significantly with the number of beta coefficient of 0.447. There is also a significant influence by Global Brand Image on Brand Loyalty with the number of beta coefficient of 0.345, then the coefficient of determination shows that 57% of Brand Loyalty variables are influenced by the independent variables of Community Support and Global Brand Image, while the remaining 43%, of Brand Loyalty variables are influenced by other variables which are not examined in this study.

Key Words : Corporate Social Responsibility, Community Support, Global Brand Image, Brand Loyalty.

INTRODUCTION
Modern business development nowadays has reached a stage where the boundaries of states territory do no longer exist. Globalization pushes the company to transform their size and vision in order to adjust with today’s market. Multinational Corporations are the consequences of global
business development to pursue wider human needs and higher profit. Corporations serve a variety of needs and demands with different approaches throughout the world. The ability to adapt with the specific condition area is the Multinational Corporations key to success. The differences between local and global market rely on the market boundaries, customers, competition, interdependence, and strategies. The Multinational Corporations work in different approaches compared to the local company (Kashani, 1992:7).

According to Sen & Bhattacharya (2001:226), Corporate Social Responsibility has six types: Community Support, Diversity, Employee Support, Non-US Operations, Environment, and Product. Furthermore, Community Support is a form of company support to the community. The practices concern on education, healthcare, art, culture, and social programs. One of the Multinational Corporation that successfully uses the opportunity of specific segmentation of customers by assigning Community Support is Axiata. This Malaysian-Based Multinational Corporation is one of the leading telecommunication companies in Asia, especially in the South and Southeast Asia. Axiata’s primary businesses focus on investment holding and the provision of telecommunication and consultancy services on an international scale. The vision of Axiata is “Advancing Asia” which aims to accelerate the development of Asia throughout the high quality telecommunication network.

Axiata under their subsidiary holdings in Indonesia PT XL Axiata Tbk launches a Community Support program called XL Future Leaders. This program is initiated for youth (18-22 years old) which centres competences on effective communication, managing changes, and entrepreneurship. This program aims to prepare the next future leader of Indonesia with a global competences. Considering the needs of highly capable individuals with the global competences, Axiata sets up “XL Future Leaders” program. The XL Future Leaders is successful to grab the award of Global Ring Award 2013 in category of Best CSR. The award was assessed by 50 Indonesian Information, Communication, and Technology reporters using a measurable parameter (Liputan6:Lives, 2013). It indicates that the implementation and concept are fit with the needs of contemporary youth now. As a Multinational Company, Axiata requires the needs to have a Global Brand of Advancing Asia. It is the perception of XL Future Leaders Grantees toward the presence of Axiata as a company which operates in numerous states (Malaysia, Indonesia, Sri Lanka, Singapore, India, Bangladesh, Phillipines, Cambodia, and Thailand) in Asia.

Axiata looks ahead to global company with the global scale brand image. Global Brand Image is a form of actual experiences and reality. According to Simamora (2000:543), Global Brand Image based on the perception comes from the corporations, tagline, media coverage, and other sources of indirect information’s. XL Future Leaders as a CSR program provides facilities for the grantees. The facilities like Laptop, Smartphone, and monthly telecommunication vouchers aim to enhance sense of belonging to Axiata. According to Gremler and Brown (1996) in Oktaviane (2014:3) brand loyalty refers to maintaining customer loyalty as the degree to which a customer exhibits repeated purchasing behaviour from a service provider, possesses a positive attitudinal deposition toward the provider, and considers using only this provider when the need for this service exists. Based on the descriptions that have been explained previously, this research is entitled “The Influence of Community Support on the Global Brand Image and Brand Loyalty: (A Study to XL Future Leaders Grantees on Batch 1 toward Axiata).”

LITERATURE REVIEW
Corporate Social Responsibility

Corporate Social Responsibility definition has been proposed by some institutions and experts. Generally, they highlight that corporations have the obligation to take care of social and environmental problem within a place or circumstance they operate. Waddock, et.al (2012:4) asserts; “Responsible enterprise means that companies live up to clear constructive visions and core values consistent with those of the broader societies within which they operate, respect natural environment, and treat well the entire range of stakeholders who risk capital in, have an interest in, or linked to the firm through primary and secondary impacts.”

Further, CSR is of increasing concern and holds strategic implications to companies across industries. Large companies invest substantially in CSR initiatives CSR can associate social attributes with a company’s brands to differentiate a product or service. Effective use of CSR by the
brand manager can distinguish a company from its rivals and gain competitive advantage. The willingness to invest in CSR emphasizes it is not a cost, a constraint, or the right thing to do but is a source of competitive advantage (Porter & Kramer : 2006)

Sen & Bhattacharya (2001:226) identify that Corporate Social Responsibility has six types: Which are Community Support, Diversity, Employee Support, Environment, Non-US Operations, and Product. The community support means a form of company support to the community. The practices are educational, healthcare, art, cultural, and social programs. It includes the preparation, implementation, and evaluation of Corporate Social Responsibility.

Community Support

According to Gottlieb (2006:3), community support is the process of building relationships with community members who will work side-by-side with company as an ongoing partner, in any and every imaginable way, building a defense to support company’s mission, with the end goal of making the community a better place to live. It means community support is supposed to be inherent with company’s mission. Additionally, according to Sen & Bhattacharya (2001:226) educational program is included in the type of community support made by company. According to Hollander et al., (2002:31-49) There are three indicators of Community Support:

a. Pedagogy, at the core of wider institutional engagement lies an academic commitment to the kind of teaching, learning, and knowledge creation that foster active community support. Courses with a service-learning or community-based component signify adoption of engaged pedagogy. Yet, embedded within such a curriculum is a reflective teaching methodology that centers the instructor, and in doing so, recognizes that the authority of knowledge in the classroom is shared among faculty members, students, and partners in the community. Since such a reconceptualization of authority necessitates multifaceted reflection upon all knowledge-producing activity, faculty needs to develop and array the tools and effectivity for encouraging deep reflection by students. (Eyler and Giles : 1999 in Hollander et al., 2002:31).

b. Faculty Development, for community-based education taking hold on youth empowerment, faculty must have with, and opportunities to develop new teaching skills. The traditional trajectory for faculty developing their teaching skills results in a lecture-based format that aims at the delivery of a certain content consisting of disciplinary knowledge. For faculty that confidently incorporates community-based learning into their courses, needs curriculum development grants, reductions in teaching loads and the opportunity to attend on-campus workshops and seminars, and/or support to attend regional and national institutes and conferences that will help them to gain the skills they need to employ an engaged pedagogy. Faculty development must be taken seriously as a component of institutional engagement Holland, 1999; Zlotkowski, 1998 at Hollander et al., (2002:32).

c. Mission and Purpose deals with the role of community support programs in providing education. In some cases, reference is made to produce leaders or socially useful gradua. In this case, the scholarship and college foster the students and lead them in their later lives to advance knowledge, to promote understanding, and to serve society. Hollander et al., (2002:32).

Global Brand Image

The main elements of Brand are brand name, logo or symbol, and colors. Kotler and Armstrong (2006:229) define brand as name, sign, symbol, design, or the combination intended to identify product or services from individual or corporations, in order to differentiate them with the competitors. The presence of Multinational Corporations with a limitless range of operation creates new form of branding.

Furthermore, in the perspective of consumer, Global Brand Image is a form of actual experiences and reality. According to Simmamora (2000:543), Global Brand Image based on the perceptions comes from the corporations, tagline, media coverage, and other source of indirect information. Another theory, Global Brand Image is the brand that uses similar brand name in all countries where they operate. Global Brand Image should have a simple name that will remain readable, memorable, and has no negative connotation toward global customers (Kristianto, 2011:177). Therefore it can be concluded that Global Brand Image is the worldwide perceptions which come from the experience and reality
created by company. The perceptions are affected by the company’s effort in developing product and engaging to society.

Kotabe and Helsen (2004:356) state that the benefits of global brand are: (1) Escalating Economic Scale (2) Having a better visibility compared to the local brand (3) creating more prestige given to consumers (4) associating with a home country. Meanwhile, Cateora (1993:305) states “Global recognition as a uniform of global brand name and/or corporate logos accelerate new product introduction and increase the efficiency and effectiveness of advertising”. Another theory comes from Kotler and Keller (2009:338) who claim that home country has a positive influence toward the Global Brand image of Multinational Corporations. The condition of home country empowers the consumer perception of Global Brand Image.

The Multinational Corporation should be aware to the factor of Global Brand Image. The key factors stated by Sugiharti (2012:55) are described as follows

a. Corporate image is a set of consumer perception toward companies producing a product or service. Consumers prefer to buy products to a company with a good corporate value. The existence of a good value aims to make consumers believe with the company’s reputation.

b. Product Image, the better quality of a product is, the higher consumer satisfaction is. Furthermore, it will form the basis for future decision making.

c. User Image affects consumers in purchasing and demonstrating a lifestyle or habit of consumers.

**Brand Loyalty**

Brand Loyalty is a customer’s commitment to continue supporting a specific firm over an extended period of time (Lovelock and Wirtz, 2011, as cited in Oktaviane, 2014:21). The form of support may be varied. It could be a consistent purchase and recommendation. Furthermore, Mowen and Minor (2012, in Meytena, 2013:44) say that loyalty is the condition by which customers have a positive attitude, deep commitment, and intention to continue the purchase on the future. The researcher concludes that Brand loyalty is perceived as a repetitive behaviour and attitude to consume and recommend the product.

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Outcome</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavioral</td>
<td>Repurchase</td>
<td>Customer’s aim to maintain a relationship and make his or her next purchase in the same category from the same service provider.</td>
</tr>
<tr>
<td></td>
<td>Intentions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Switching</td>
<td>Customer’s aim to terminate a relationship with a particular service provider.</td>
</tr>
<tr>
<td></td>
<td>Intentions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Exclusive</td>
<td>Customer’s aim to dictate all of his or her purchases in a category to a particular service provider.</td>
</tr>
<tr>
<td></td>
<td>Intentions</td>
<td></td>
</tr>
<tr>
<td>Attitudinal</td>
<td>Relative Attitude</td>
<td>The appraisal of the service including the strength of that appraisal and the degree of differentiation from alternatives</td>
</tr>
<tr>
<td></td>
<td>Willingness to</td>
<td>Customer’s willingness to recommend service provider to the other customers.</td>
</tr>
<tr>
<td></td>
<td>Recommend</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Altruism</td>
<td>Customer’s willingness to assist service provider or the other service consumers in the effective delivery of the service.</td>
</tr>
<tr>
<td>Cognitive</td>
<td>Williness to Pay</td>
<td>Customer’s willingness to pay more with similar type of services.</td>
</tr>
<tr>
<td></td>
<td>More</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Exclusive</td>
<td>The exclusivity of the brand that customers do not find in other brands.</td>
</tr>
<tr>
<td></td>
<td>Consideration</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identification</td>
<td>The sense of ownership over the service, the strong affiliation with the product.</td>
</tr>
</tbody>
</table>

Source: Jones and Taylor 2007
Hypothesis Model & Hypothesis

Figure 1. Hypothesis Model
Source : Refined Data

H₁: Community Support positively and significantly influences the Global Brand Image in assessment of “XL Future Leaders” and Axiata
H₂: Community Support positively and significantly influences the Brand Loyalty in assessment of “XL Future Leaders” and Axiata
H₃: Global Brand Image positively and significantly influences the Brand Loyalty in assessment of Axiata

RESEARCH METHOD
Type of Research
The type of this current research is explanatory research using quantitative approach. This study intends to investigate an influence between CSR implementation to the global brand image and brand loyalty. The research took place in the XL Future Leaders Grantees Batch 1. The grantees come from five different regions (Jakarta, Bandung, Yogyakarta, Surabaya, and Makassar). The locations of research are chosen because the grantees are the ones who have a direct experience on the Community Support program of “XL Future Leaders”.

Variables
The research focuses on three variables, they are Exogenous Variable, Endogenous Variable, and Intervening Variable. The variables are described as follows:

1. Exogenous Variable, X = Community Support
2. Endogenous Variable, Y = Brand Loyalty
3. Intervening Variable, Z = Global Brand Image

Population, Samples, & Technique
The research population are the XL Future Leaders Grantees on Batch 1. The total Batch 1 Grantees are consisting of 120 people. The XL Future Leaders Grantees is the selected university students from more than 36 universities in Indonesia. According to the equation from slovin, the researcher found 107 respondent as a sample of research. This research use a simple random sampling to collect the respondents.

FINDINGS AND DISCUSSIONS
Path Analysis Findings
Path Coefficient I
The result of path analysis between Community Support (X) and the Global Brand Image (Z) could be seen in the table 2 below.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Standardized Coefficient Beta</th>
<th>t</th>
<th>Sig t</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>X → Z</td>
<td>0.635</td>
<td>8.429</td>
<td>0.000</td>
<td>Significant</td>
</tr>
</tbody>
</table>

(R²) = 0.404; n = 107

Source : Primary Data 2014

The test in this research was conducted with the 95% level of confidence or α = 0.05. Path analysis is used to determine the influence among variables. The analysis of path coefficient is based on the results of the variable X to variable Z, then it obtains the value of the Fcalculate probability 0.000 (p < 0.05), so that H₀ is rejected, because the H₀ is rejected then the hypothesis which is stated that there were significant effects simultaneously (simultaneous) between Community Support (X) on the Global Brand Image (Z) is acceptable.

H₁: To analyze whether Community Support (X) has a significant influence with the Global Brand Image (Z) in assessment of “XL Future Leaders” and Axiata.

In addition, the partial testing points out that there is an influence of Community Support (X) variable on the Global Brand Image (Z). From the results of partial calculation, Community Support (X) has a positive and significant influence over Global Brand Image variable (Z) at a rate of error 0.05 (α = 5%) when other variables are assumed to be constant. This can be proven by the value of the path coefficient that denotes 0.635 with a probability value of t is 0.000 (0.000 < 0.05) then partially variable Community Support (X) has a direct significant impact on the intervening variables of the Global Brand Image (Z).
Path Coefficient II

The calculation of Path analysis of Community Support and Global Brand Image to Brand Loyalty can be seen in table 13. Based on the table 13, there is a significant influence among variables of Community Support, Global Brand Image to Brand Loyalty. From the path coefficients test results on the table 13, the results obtained the value \(0.000\) \(F\) probability \((p < 0.05)\), so that \(H_0\) is rejected, because the \(H_0\) is rejected, then the hypothesis which is stated that there were significant effects simultaneously between Community Support (X) and Global Brand Image (Z) to the Brand Loyalty (Y) can be accepted.

Table 3. Result of Path Coefficient II 
(X,Z toward Y) 

<table>
<thead>
<tr>
<th>Variable</th>
<th>Standarized Coefficient Beta</th>
<th>t</th>
<th>Sig t</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>X - Z</td>
<td>0.447</td>
<td>5.064</td>
<td>0.000</td>
<td>Significant</td>
</tr>
<tr>
<td>Z - Y</td>
<td>0.345</td>
<td>3.911</td>
<td>0.000</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source : Primary Data, 2014

The value of Community Support (X) and Global Brand Image (Z) contribution to the Brand Loyalty (Y) can be seen from the Adjusted \(R^2\) value that is equal to 0.507. It means that 50.7% of Brand Loyalty will be influenced by the independent variables, i.e., Community Support (X) and Global Brand Image (Z). While the rest 49.3% of Brand Loyalty will be affected by other variables that are not discussed in this research.

Partial testing of each variable is displayed respectively as follows:

\(H_2\): To analyze whether Community Support (X) has a significant influence with the Brand Loyalty (Y) in assessment of “XL Future Leaders” and Axiata.

a. The influence of Community Support (X) on the Brand Loyalty (Y). The calculation shows that Community Support (X) has a significant influence on the Brand Loyalty (Y) on the error rate 0.05 \((\alpha = 5\%)\) when other variables are assumed to be constant. This can be proven by the value of the \(t\) coefficient 0.447 with the \(t\) value probability is equal to 0.000 \((0.000 < 0.05)\) then partially Community Support (X) has a significant influence on the Brand Loyalty (Y).

\(H_3\): To analyze whether Global Brand Image (Z) has a significant influence with the Brand Loyalty (Y).

b. The influence of Global Brand Image (Z) to the Brand Loyalty (Y).

From the calculation, Global Brand Image (Z) has a positive and significant influence over Brand Loyalty (Y) on the error rate 0.05 \((\alpha = 5\%)\) when other variables are assumed to be constant. This can be proven by the magnitude of the coefficient 0.345 path with probability \(t\) value is 0.000 \((0.000 < 0.05)\), then the Global Brand Image (Z) partially influences significantly to Brand Loyalty (Y).

The calculation of the path coefficients in table 13 stated that there is a partial indirect influence between Community Support on the Brand Loyalty through Global Brand Image. The calculation of the indirect influence of partially is shown as follows:

a. The indirect Influences between variables of Community Support (X) on the variable Brand Loyalty (Y) through Global Brand Image (Z) point out: \((P1)(P3) = (0.635)(0.345) = 0.21948\). This means there is an indirect effect of X to YZ, that is 0.219 through.

b. The influence of the variable of total Community Support (X) on the variable Brand Loyalty (Y) is equal to 0.667 \((0.219 0.447)\). Based on the calculation of the influence of partially variable between Community Support on the variable Brand Loyalty (Y) via the Global variable Brand Image (Z), it can be concluded that there is a simultaneous influence between the free variables of variables Brand Loyalty (Y) via the Global variable Brand Image (Z), with Community Support (X) which has the indirect effect of 0.423.

DISCUSSIONS

The Influence of Community Support (X) to Global Brand Image (Z)

According to table 2, there is a significant influence between Community Support (X) to Global Brand Image (Z). It is shown by beta coefficient value 0.635 with the probability value 0.000. The result of this research is in line with Fitriani (2012) entitled “Pengaruh Tanggung Jawab Sosial Perusahaan terhadap Citra Perusahaan (Studi pada Program Beasiswa Unggulan CIMB Niaga 2011).” The result finds that Corporate Social Responsibility (CSR) activity significantly affects the corporate image.

The result shows that XL Future Leaders is a good representation of Axiata as Multinational companies. The quality of programs such as curriculum, mentor, and supporting facilities play
a big role in enhancing the Global Brand Image of Axiata. Wahyudi and Azheri (2008:125) state that there are five benefits of Community Support programs in Corporate Social Responsibility, one of them is empowering the corporate reputation and branding. Branding is the result of the successful implementation of community support program.

Additionally, Sugiharti (2012) stated that there are two factors of empowering the brand image. Firstly, the communication of product to the customer. This factor was influence by the advertisement and promotion of the product. Secondly, the actual experience of customer. This research also show that XL Future Leaders grantees percieve the brand loyalty of Axiata from both factors. The first factor shown by the promotion and innovation of Axiata. The second one shows by the direct experience of grantees. This experience gotten from the two years intensive workshops and the advantages of community support program.

Further, the research conducted by Hsu (2012) finds that Corporate Social Responsibility enhance the brand reputation and brand equity of company’s. Brand Reputation is an integral part of brand image and positively contribute to the Global Brand Image. The research was aligned with this research.

The Influence of Global Brand Image (Z) to Brand Loyalty (Y)

According to table 3, there is a significant influence between Global Brand Image (Z) to Brand Loyalty (Y). It is shown by beta coefficient value 0.345 with the probability value 0.000. There is a similar result shown by Sondoh Jr. et.al., entitled “The Effect of Brand Image on Overall Satisfaction and Loyalty Intention in the Context of Color Cosmetic.” The result indicates that brand image does influence customers’ loyalty.

The Global Brand Image of Axiata influences the behavioral of Grantees to keep using XL axiata. This behaviour is a form of payback of the empowerment program supported by XL Axiata. Kotabe and Helse (2004:356) state that there are four benefits of Global Brand Image. One of them is creating more prestige to customer. Thus, it enhances the level of customer loyalty to the brand. Additionally, Cateora (1993:305) stated Global recognition as a uniform of global brand image names and/or corporate logos accelerate new product introduction and increase the efficiency and effectiveness of advertising. That means global brand image strengthen the company’s strategy to market its product.

Conferring the research result of Nguyen et.al, (2011) prove that there are a positive relationships between brand loyalty and perceived quality. On of the factors that empowering the Global Brand Image is product image. The product image are created by the consistency of quality throughout the product. Then another findings by Alwi (2009) The findings show that corporate brand images such as Agreeableness, Innovation, Chic, Informality and Competence are significant in determining the corporate brand image of the consumer loyalty. One of the variable is innovation which also being discuss in this research. XL Future Leaders Grantees in the seventh item of Global Brand Image (Z) variable majority of 51.07% state agree that Axiata provide a consistent innovation on the product.

The Influence of Community Support (X) to Brand Loyalty (Y)

According to table 3, there is a significant influence between Community Support (X) to Brand Loyalty (Y). It is shown by beta coefficient value 0.447 with the probability value 0.000. There is a similar result shown by Raman et.al (2006), entitled “The Impact of Corporate Social Responsibility on Consumer Loyalty.” The result finds that the higher the practice of CSR is, the stronger the consumer loyalty towards a particular firm is.

XL Future Leaders offers multiple benefits to grantees, such as monthly telecommunication voucher, smartphone, and laptop. The supporting facilities habituate grantees to experience XL Axiata’s product. According to Wahyudi and Azheri (2008:125), one of the benefits of Community Support on Corporate Social Responsibility is increasing the customer commitment. Commitment of customer is the important dimension of Brand Loyalty.

Furthermore, Hill and Becker-Olsen (2006) stated in their research entitled The Impact on Perceived Corporate Social Responsibility on Consumer Behaviour prove that CSR negatively affects the consumer belief, intention, and attitudes. Hill and Becker-Olsen research having a different result with this research. This research result cause by some factors like different research location and respondent. Mowen and Minor (2005:352) stated that the cultural
differences in each country bring a specific challenges to be face. Moreover Dissanayake and Jayawickramarathne (2007) found that that customers do not consider the CSR activities implemented by the companies to perceive the brand values and to be the brand loyal. However it happens because there is a little awareness of CSR importances to the customers. That is different with this research that examine the influence of Brand Loyalty directly from those who experience the CSR activities.

Hence, the community support also doesn’t guarantee the commitment of customer to consume the product. Tjiptono, Chandra, and Andriana (2008:83) also state that Brand Loyalty is dynamic and easily changes with another factors like revenue changes, life standard, and marketing strategy. It shows that community support supposed to improve its quality to grab the commitment of customers.

CONCLUSION AND SUGGESTION

Conclusions

Based on the research findings and discussions which are already explained in the previous chapter, the researcher can take the conclusions to answer the Hypotheses. They are:

1. The results of the research show that the Community Support (X) has a direct effect toward Global Brand Image (Z) because it has the probability value (0.000) 0.05 < which means there is a significant influence.
2. The results of the research show that the Community Support (X) has a positive effect on Brand Loyalty (Y) because it has the probability value (0.000) 0.05 < which means there is a significant influence.
3. The results of the research show that the Global Brand Image (Z) has a positive effect on Brand Loyalty (Y) because it has the probability value (0.000) 0.05 < which means there is a significant influence.

Suggestions

According to the conclusions above, there are some suggestions that hopefully give benefits to company and the next researchers. The suggestions are formulated as follows:

1. Suggestion to XL Future Leaders, Community support program is supposed to be accessible to all parties, especially those who need the most. XL Future Leaders up to know is still dominated by a certain university or city. The diverse representation and fair proportion will help this program to grow. Furthermore it can enhance the brand image and brand loyalty when the program goes inclusive.

2. Suggestion to Axiata Group Berhad, The overall brand images of Axiata Group Berhad are represented by their Indonesian-based subsidiaries PT. XL Axiata Tbk. That is why corporate value that is expected to perceive should be well delivered by PT. XL Axiata Tbk. The integration of target, values, and qualities will escalate the perception of Axiata as global brand.

3. Suggestion to the next researcher, The research about Community Support is very limited. Most of the linier research talk about Corporate Social Responsibility. Then for the next researchers who are interested in Community Support analysis can take another dependent variables such as Brand Equity, Purchasing Decision, and Marketing Mix.

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