



## Proposed Succession Planning for Next-Generation Family Business: A Study of PT X

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**ABSTRACT:** This extensive study, "Proposed Succession Planning for Next-Generation Family Business: A Study of PT X," examines the crucial process of succession planning in family-owned businesses. Given their importance to the global economy, this study examines the complex process of passing leadership and management from one generation to the next in family businesses. The report underlines the importance of succession planning in ensuring family businesses survive the following generation. The qualitative study uses semi-structured interviews and extensive secondary data analysis. This method allows a thorough analysis of family business owners' perspectives, revealing succession planning's complexities. The sample for this research consists of 19 respondents taken by using purposive sampling method. This study identified many important family business succession challenges. Generation gap, communication challenges, and credibility issues affect succession planning. The generation gap exacerbates differences in viewpoints and business methods between generations, making it difficult to align business goals and plans. Management and generational differences can aggravate communication gaps, leading to family business misunderstandings and conflicts. The lack of trust and respect between the founder and the successor creates a credibility gap that hinders leadership transition and economic ties. The article emphasizes the importance of conducting a thorough succession planning approach to close these gaps. This emphasizes the importance of addressing these issues for a smooth leadership transfer and the family business's continued profitability and growth. To sustain family values and lead the organization to success, successors must be properly prepared. The paper highlights four important phases in succession process: process initiation, successor education, selection, and intergenerational transfer. Planning and execution are essential at every stage. Proactive planning is emphasized in the process initiation stage of retirement and transition planning. Successor education gives successors the knowledge and abilities they need to manage. To ensure the best fit with the business's future goals, successor selection requires careful consideration of several factors. Final phase of intergenerational transfer focuses on management and ownership transfer. This stage requires careful preparation to maintain the business's core beliefs and strategy. The survey found that family business succession planning is a continuous process. Evaluation must include family dynamics, company goals, and possible successors' qualities. A well-organized and rigorous succession planning framework is essential for handling these complexities, ensuring the company's long-term profitability, and preserving family unity. Overall, this research improves family business succession planning understanding. This resource offers unique viewpoints and effective ideas for family businesses in developing markets like Indonesia. This study underlines the need for a thorough succession planning strategy that accounts for family-owned business challenges and benefits. Thus, it is valuable for business owners, successors, and students studying family business succession dynamics.

**KEYWORDS:** Family Business, Intergenerational Transfer, Succession Planning, Succession Challenge, Succession Process.

### INTRODUCTION

Family businesses, including global giants like Wal-Mart, IKEA, Ford, and LG Technologies, are central to the global economy. They contribute significantly to the global GDP, employ millions, and are key to the economic and social fabric of communities [1]. In 2021, consumer-based family businesses dominated revenue, particularly in industries like advanced manufacturing and mobility [2]. The top 500 family firms employed 24.5 million people with combined sales of \$8.02 trillion. In countries like Indonesia, India, and Germany, family businesses form a substantial part of the manufacturing sector, contributing significantly to each country's GDP [1]. In Indonesia, family businesses contribute 80% to the GNP, and similar high contributions are seen in India and Germany. Prominent Indonesian family corporations include PT Indofood Sukses Makmur and PT HM Sampoerna. However, succession planning remains a critical challenge for these businesses. Studies reveal that only a small percentage of family businesses survive beyond the second generation [3]. This is due to difficulties in succession planning, such as identifying appropriate leaders and managing the transition



process effectively [4]. The lack of formal succession plans often leads to postponed successions, posing a threat to the continuity of these enterprises [5].

Research suggests that effective succession planning, involving structured processes for leadership development and knowledge transfer, is essential for the sustainability of family businesses [6]. Different models and approaches to succession planning have been proposed, including the four-stages approach focusing on process initiation, successor selection, education, and intergenerational transfer [7]. This approach is crucial for ensuring the continuity and smooth transition in family businesses, ultimately supporting their long-term growth and contribution to the global economy.

## BUSINESS ISSUES

The COVID-19 pandemic in 2020 significantly disrupted global economic activities, with a profound impact on Micro, Small, and Medium Enterprises (MSMEs). According to a survey by the Indonesia Central Bank, 72% of MSME actors were affected by the pandemic [8]. Approximately 37,000 MSMEs reported a decline in sales (56%), financing issues (22%), distribution problems (15%), and difficulties in sourcing raw materials (4%) [9]. The Ministry of Finance (2022) corroborated these findings, noting the pandemic's negative impact on the domestic economy, including reduced consumption, company performance, and the sustainability of MSMEs in Indonesia. This was evident from the significant GDP decline from 5.02% in 2019 to -2.07% in 2020 [10].

PT X, an Indonesian MSME, experienced a gradual decline in revenue for the past few years since the pandemic. Despite fluctuations, a consistent downward trend in revenue was observed. Additionally, employee turnover increased, with 26% of departing employees having over three years of experience, indicating a loss of expertise. The company initially attributed these issues to the pandemic. However, the situation persisted post-pandemic, exacerbated by the unexpected passing of PT X's CEO and founder in 2020. This led to a leadership vacuum and emphasized the lack of succession planning. Such absences can lead to leadership gaps, disruptions, and revenue declines [11]. This also causes employee dissatisfaction and turnover [12]. High turnover incurs various costs and disrupts client relationships.

Furthermore, the departure of expert personnel can lead to a knowledge drain and disrupt customer relationships, impacting sales [13]. To address these challenges, the importance of succession planning and knowledge transfer strategy becomes paramount, as it protects sales performance and customer relationships. In the context of family businesses, researchers have all underscored the importance of effective succession planning for long-term sustainability and success [14][15]. The research titled "Proposed Succession Planning for Next-Generation Family Business: A Study of PT X" aims to develop a framework for succession planning to guide family businesses through the succession process, ensuring continuity and viability.

## LITERATURE REVIEW

While succession planning may have different meanings, in this paper, it is considered as a strategy for ensuring a smooth transition of management within a family business [4]. This definition was chosen because it is consistent with the model utilized in this study and includes key elements of the succession planning process, such as successor selection and successor education [16]. Recent studies have further emphasized the importance of governance structure and succession planning in family businesses. Governance structure has a significant positive effect on the succession process and that management succession planning plays a mediating role in this relationship [17]. Additionally, a structured procedure and plan is crucial to guarantee that potential successors have all of the necessary abilities, experience, and credibility to carry out the succession process [7]. In large family firms, formal and recorded succession planning procedures are more likely to be put in place [16]. This is not the case in small businesses, particularly family-owned businesses, where succession planning is frequently unstructured and lacks documented protocols [18]. In this research, the mechanism for succession planning is defined as an unstructured, informal process or a structured, written process that enables the successor to acquire the requisite knowledge and abilities to assume control of the business through practical experience [16].

Many families disregard the succession plan, believing that all they need to do is train the successor and hand over the business to their heirs [19]. Family businesses need to bridge three crucial gaps in order to secure a clean succession. These gaps are generation, credibility, and communication [20]. The founder (first generation) and the second generation must overcome the generation gap, communication gap, and credibility gap in order for a succession process within the family business to be successful [7]. One of the concerns that arises as a result of generation gap is a refusal to share authority with the successors [4]. The incumbent generation does

not recognize the maturity and expertise of their successors. Inadequate communication between a company's founder and their successor results in disputes and conflicts, ultimately eroding family cohesion [21]. The "credibility gap" in family business succession as the perceived disparity in trust and respect between the founder and the successor [7]. This problem occurs when the smooth transfer of important relationships with suppliers and customers, which are vital for the success of the firm, is not achieved by the successor.

Succession is a gradual process rather than a single occurrence [22]. Consequently, they propose that the typology be incorporated into a dynamic three-stage temporal model that consists of the family firm heritage being transmitted across generations, acquired independently, and then developed interdependently. However, researchers proposed a four-phase approach to succession planning for family businesses [7][23]. The initial phase consists of establishing the vision and future directions of the family business, which are all agreed upon by family members; determining the role of each potential successor; and developing guidelines for the potential successors' training and development. Then, the possible successors undergo a variety of training, education, and job experience under the guidance of more seasoned mentors, with their development constantly monitored and assessed. The third stage is the identification of a potential successor. The final stage is the official transfer of management of the company to the appointed successor.

A conceptual framework is necessary for understanding the connections between theory and practice [24]. Creating a succession planning framework is essential because it covers a number of critical issues, especially for family-owned enterprises. It first handles generational changes and the problems they bring with them, like poor communication and disparate management styles [7]. By bridging these gaps and facilitating smoother transitions, such a framework guarantees that all generational viewpoints are valued and taken into account. Second, succession planning is essential to the stability and continuity of the firm [25]. Lack of a defined plan can cause operations to suffer and even jeopardize the existence of the organization due to leadership shortages or unprepared successors. Succession planning contributes to the development of a supportive team by enhancing execution [26]. The business environment is constantly changing, thus this succession planning also needs to be updated on a regular basis.

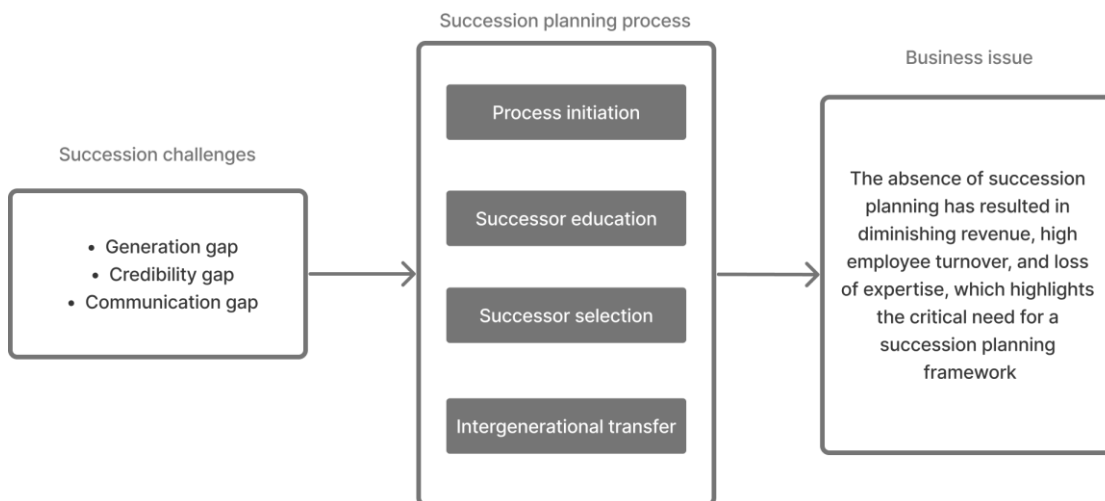
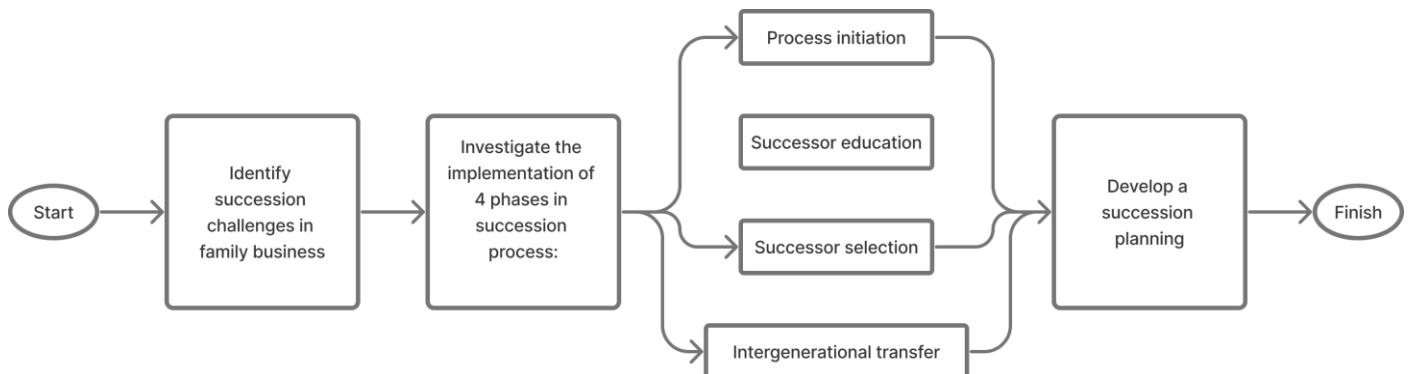


Figure 1. Conceptual Framework

The primary issue faced by PT X pertains to the absence of a clearly defined succession planning strategy. This deficiency has resulted in a decline in revenue, significant employee attrition, and a loss of specialized knowledge. The aforementioned problems highlight the pressing need for a comprehensive succession planning framework in order to protect the long-term sustainability and prosperity of the business. In order to effectively navigate the challenges posed by the generation gap, credibility gap, and communication gap, it is crucial for PT X to implement a structured succession planning process. This process should encompass various stages, including process initiation, successor education, successor selection, and intergenerational transfer. By adopting such a comprehensive approach, PT X can foster leadership continuity and ensure the long-term success and sustainability of the company.

**METHODOLOGY**

Qualitative research methods are highly suitable for studying succession planning in family businesses because they can effectively analyze the complex dynamics of family relationships, capture the detailed contextual factors, uncover underlying themes and patterns, and promote open and clear communication among family members [27]. The present study employs a qualitative research design with an exploratory focus. The study encompassed the examination of both primary and secondary data sources. Primary data was collected through semi-structured individual depth interviews and was substantiated by secondary sources, including data from government agencies and scientific journals. The sampling approach employed in this study was purposive, specifically targeting individuals who were deemed knowledgeable about the related topic of study [7]. The chosen criteria for the respondents were specifically defined as a family business that has been in existence for a minimum of 5 years, with at least one family member involved in managing and/or operating the business. Consequently, 19 (nineteen) family businesses were found for this study whereby each company possesses a distinct industry type, educational background, and legal business structure. For the data analysis method, researcher employs the three steps of data analysis, namely: data reduction, data presentation, and conclusion[19]. After interviewing each participant, the results of these interviews were condensed into an interview summary. The data reduction procedure commenced by selectively extracting pertinent facts from the material provided by the respondents, focusing solely on those that are relevant to the research issue. The collected data of significance was subsequently displayed in an interview summary matrix. The matrix aided the author's analysis by systematically classifying each piece of information based on subtopics. Ultimately, the author performed data analysis, cross-referenced the data with secondary sources from relevant literature, and derived conclusions based on the examined data.



**Figure 2. Research Design**

**RESULT AND ANALYSIS**

The study of family business succession presents an intricate array of obstacles and options, indicative of the shift from one generation to the next. This process entails a complex combination of interpersonal dynamics, generational, communication, and credibility gaps, as well as the need to adjust to changing market conditions.

**Table 1. Overview of the Generation Gap in Family Business**

<i>Succession Challenges</i>	<i>Issues and Characteristics</i>	<i>Proposed Business Solutions</i>
Disagreements on Future Direction and Priorities	Founder focuses on immediate sustainability and risk aversion. Successor emphasizes long-term profitability and expansion. Conflicts in strategic vision between generations.	Bridging the Generation Gap. Tailoring Expectations and Desires. Communication Improvement. Resource Allocation and Strategic Direction.
Different Approaches to Leadership and Management	Founder's authoritarian, traditional management style.	Leadership and Management Training. Professionalization of Business Processes.



	Successors prefer collaborative, empowering leadership. Leadership style conflicts leading to disputes.	Emphasizing Intrinsic Motivation and Emotional Commitment.
Mismatch between Expectations and Desires	Generational difference in objectives and aspirations. Need for clear communication and understanding of each generation's goals.	Tailoring Expectations and Desires. Successor Education and Selection. Communication Improvement.

The divergence of these two perspectives—the successor's emphasis on long-term profitability and the founder's emphasis on short-term sustainability—often results in disputes concerning the family business's future trajectory and top priorities [28]. Diverse facets of business operation and strategic planning may be affected by these disputes, which frequently necessitate open communication, meticulous compromise, and negotiation in order to harmonize the interests of all involved and guarantee the sustained prosperity and viability of the business. During the transition period, disputes within the family business may arise due to the cohabitation of these diverse leadership styles. Nevertheless, this situation provides the company with a chance to combine the security and expertise of the authoritarian strategy with the flexibility and innovative approach of the collaborative style. Studying and explaining to the family members the leadership style is necessary [7]. Successfully managing this change assists in strengthening the business's ability to compete and endure, by integrating conventional and contemporary approaches in leadership and human resource management. In families with several siblings, the lack of clear parental instructions about succession might result in the children having complete control over the decision, prioritizing moral judgment rather than explicit guidance. This strategy circumvents the imposition of expectations, while honoring the particular choices and aspirations of each child. Intergenerational communication is important, specifically in the context of leadership successions [27].

**Table 2. Overview of the Communication Gap in Family Business**

<i>Succession Challenges</i>	<i>Issues and Characteristics</i>	<i>Proposed Business Solutions</i>
Lack of Understanding and Alignment Regarding Employee Issues	First Gen's top-down approach vs. Next Gen's interactive communication. Differences in HR management strategies. Potential for misunderstandings and ineffective discussions.	Respectful and open dialogue. Combining conventional and contemporary methods.
Poor Feedback Loop and Unclear Expectations	Ambiguity in task execution methods. Inadequate or nonexistent feedback from First Gen. Misunderstandings impeding Next Gen's professional growth.	Clear communication lines. Strong feedback system. Defined duties and frequent feedback.
Difficulty Understanding First Gen's Indirect Communication	First Gen's symbolic, value-driven teaching style. Next Gen's preference for straightforward communication. Challenges in knowledge transfer due to style differences.	Mutual understanding of communication styles. Bridging the interpretation gap.

The variance in communication styles has the potential to result in misunderstandings and ineffective discussions, particularly in crucial domains such as employee management. First Gen may consider Next Gen's approach as disruptive, whereas Next Gen may view First Gen approaches as obsolete. Respect for one another, an open dialogue, and a readiness to combine the advantages of conventional and contemporary methods are essential components [14]. One of the biggest obstacles to family company succession



planning is an inadequate feedback loop and miscommunication between the First and Next Gen. The First Gen frequently fails to give explicit instructions on the desired method for task execution, which the Next Gen discovers when assigning duties. Understanding and effectively managing communication dynamics is essential for facilitating a smooth transition of leadership from one generation to the next in family businesses [22]. The First Gen represents a more symbolic and value-driven style to teaching, frequently using proverbs as a vehicle to convey corporate wisdom and principles. Despite its rich history and wisdom, this approach may present difficulties for the Next Gen, since they may struggle to understand and implement these lessons in real-world business decisions. To close this gap and ensure that the Next Gen effectively receives and interprets the First Gen's valuable insights, both generations must learn to communicate differently and come to a mutual understanding. This will allow for more seamless transitions and better alignment of business objectives.

**Table 3. Overview of the Credibility Gap in Family Business**

<i>Succession Challenges</i>	<i>Issues and Characteristics</i>	<i>Proposed Business Solutions</i>
Bias and Unequal Treatment Based on Family Position	Younger members struggle for recognition due to family hierarchy. Overlapping positions in family and business. Creative management practices of Next Gen conflict with conventional methods of First Gen.	Open communication. Recognition of each member's contribution. Valuing diverse management styles.
Gaining Acceptance for Next Gen's Initiatives	Next Gen needs to establish credibility. Skepticism from First Gen. Next Gen demonstrates value through independent actions and outside experience.	Trust-building through proven results. Aligning work habits with corporate and family traditions. Gaining external experience.
Doubts About Next Gen's Capacity and Readiness	First Gen's hesitation over Next Gen's ability to lead. Lack of recognition for Next Gen's ideas. Gradual transfer of responsibilities.	Pursuing external professional experience. Showcasing expertise to build trust. Gradual responsibility transfer.

Biases and uneven treatment associated with family hierarchy are common indicators of the credibility gap that occurs throughout succession in family enterprises. It can be difficult for younger or less seasoned members—like the youngest sibling in Next Gen—to be acknowledged for their abilities at first. In family business succession, a key challenge for the Next Generation is establishing credibility and gaining acceptance for their initiatives, especially in the face of skepticism from the older generation. The Next Generation frequently demonstrates their ability by taking risky, independent acts that may meet with opposition at first but gradually win trust through positive results. The issue of credibility disparity in the succession of family businesses, particularly between the First Generation (First Gen) and the Next Generation (Next Gen), is a multifaceted dilemma characterized by the First Gen's doubt over the Next Gen's ability and preparedness to assume leadership roles. This mistrust frequently results in the First Gen individuals retaining an active position in the firm, occasionally even continuing to handle operational duties. It is important to manage family and business standards and processes to make sure a smooth generational transition [29].

**Table 4. Overview of the Succession Process in Family Business**

<i>Succession Process</i>	<i>Stage of Succession Process</i>	<i>Description</i>
<b>Initiation Process</b>	Phased Transition with Next Gen	Incremental transfer of responsibilities, involving Next Gen in digital transformation and online commerce, guided by mentors.
	Learning by Observing and Engaging	Hands-on involvement and observation, engaging directly with stakeholders, and representing parents in client meetings.
	Gradual Progression Towards Leadership	Next Gen starts with specific goals, gradually taking on more significant roles under First Gen's guidance.



<p><b>Successor Education</b></p>	<p>Indirect Learning through Observation and Positive Role Modeling</p> <p>Learning through Guidance and Mentorship</p> <p>Early Exposure and Gradual Assimilation into the Business</p>	<p>Role of First Gen in indirect learning methods, early introduction to the business, and the influence of lifestyle experiences on standards and ethics.</p> <p>Combination of mentorship and independent exploration, role of experienced mentors, and dynamic interaction for knowledge transfer.</p> <p>Early career start in family business, formal education complemented by hands-on learning, and the transition to major responsibilities.</p>
<p><b>Successor Selection</b></p>	<p>Explicitly Chosen Successor with Next Gen Expressing Preparedness</p> <p>Openness to External Options if Necessary</p> <p>Implicit Expectation Based on Existing Family Roles</p>	<p>Selection prioritizes family members aligned with business values, balancing familial ties against strategic goals. Importance of shared stewardship and entrepreneurial drive.</p> <p>Consideration of external management when suitable family successors are not available, prioritizing business survival and growth.</p> <p>Familial roles and circumstances often guide succession decisions, influenced by personal motivation and sense of duty.</p>
<p><b>Intergenerational Transfer</b></p>	<p>Absence of Formal Knowledge Transfer and Information Sharing</p> <p>Seeking External Knowledge and Networking Opportunities</p> <p>Focus on Foundational Improvements before Considering Expansion</p>	<p>Challenges due to lack of structured knowledge transfer; reliance on external experts for gaps in expertise.</p> <p>Importance of external information, networking, and practical experience in enhancing knowledge transfer.</p> <p>Next Gen prioritizes resolving existing issues and understanding the business before expansion.</p>

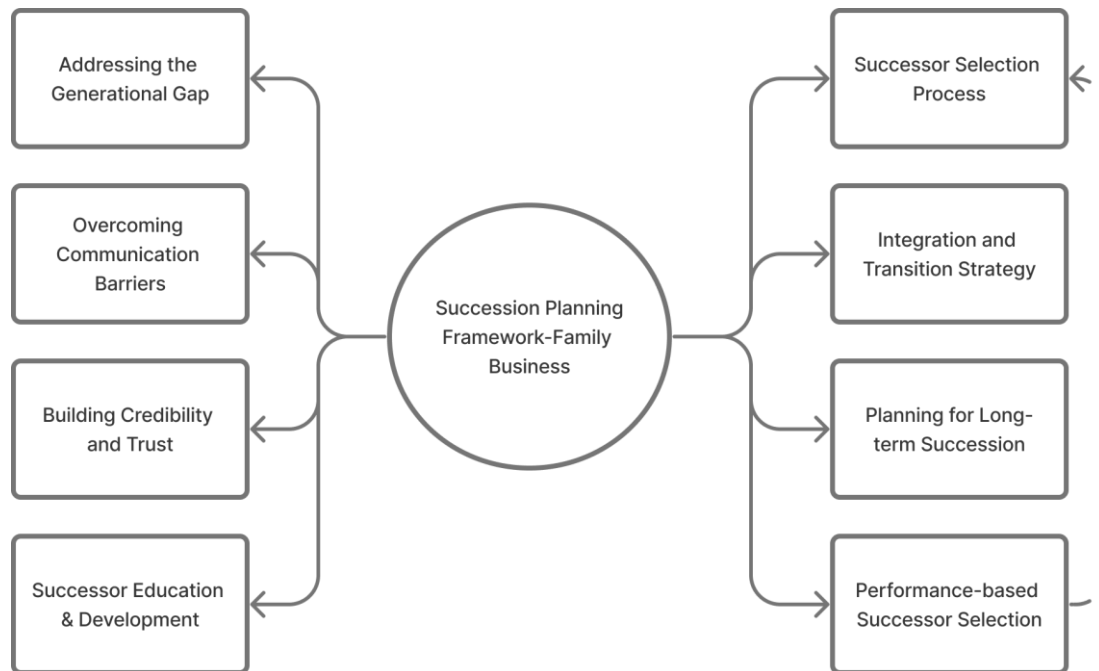
The initiation process of succession in family enterprises entails a methodical and incremental transfer, wherein the Next Generation commences by assuming distinct and feasible responsibilities. At first, these duties can involve converting the family firm into a digital format or targeting new consumer groups through online commerce, enabling the Next Generation to implement creative strategies while honoring the current corporate framework. This period is marked by experiential learning, frequently with the aid of mentors from the First Generation's network. The influence of family-business socialization and external experiences, that impact the dedication and preparedness of future successors [29].

Early exposure to a family business significantly influences entrepreneurial direction and commitment [30]. The education of successors in the context of family business succession is a complex process that begins early and changes over time. Next Generation (Next Gen) employees frequently start their careers in the family firm at an early age, which gives them early exposure to and comprehension of the industry. Their first engagement establishes the groundwork for their subsequent responsibilities in the company. Formal education helps Next Gen get ready for bigger positions in the family business.

During the succession selection process of family businesses, the founder typically opts for an internal candidate from within the family, taking into account their preparedness and eagerness to assume control. The decision is influenced by the belief that family members are more congruent with the business's values and pose less risk compared to external candidates. However, prioritizing family members can bring issues, such as potentially limiting the business's agility and response to market developments. The selection process of successors in family-owned firms have some intricacies, with a specific focus on the responsibility of family members and the impact of social capital [31].

The lack of organized information sharing and transition planning underscores the necessity for improved documentation and communication techniques in the succession processes of family businesses. The importance of knowledge transfer in preserving a

strategic competitive edge and the achievement of this transfer in many corporate contexts [32]. Furthermore, the next generation emphasizes the value of hands-on learning gained from real-world experiences, especially in fields like lobbying and negotiation. They support practical experience above theory since it improves learning and sharpens problem-solving abilities when one is exposed to different business difficulties on a regular basis.



**Figure 3. The Succession Planning Framework for Family Business**

A succession planning framework has been developed based on the study of both primary and secondary data. This framework encompasses the fundamental principles of succession planning procedures as implemented by the participants of the research, enhanced by knowledge derived from pertinent literature, which acts as a supplementary resource for this study.

Older generations may value conventional ways and risk avoidance, whereas newer generations may value innovation and progress [16]. Addressing this gap is critical for maintaining cohesion and ensuring a smooth power transition [7]. In contrast to conventional succession planning methods, which may fail to consider these subtleties, this framework guarantees a harmonious equilibrium between continuity and innovation, so enhancing the business's ability to adapt to evolving market demands. Overcoming communication hurdles is critical for clear understanding and alignment of corporate objectives. Integrating organized channels of communication and mentorship initiatives improves clarity and minimizes misunderstandings, resulting in more effective decision-making and enhanced relationships within the family [7]. This method prioritizes communication dynamics, ensuring that all voices are acknowledged and valued, hence fostering a more unified business atmosphere [22]. The framework prioritizes the establishment of credibility through the presentation of expertise and skills, guaranteeing a smooth and merit-based turnover of leadership. This technique guarantees that the most competent individuals assume leadership positions, hence improving the business's chances of achieving success, in contrast to traditional models that often prioritize seniority or family hierarchy. In order to ensure effective succession planning and uninterrupted business operations, the educational attainment of potential successors is a critical criterion [16]. Education is intended to improve successors' ability to think and make rational decisions; also, education is supposed to expose successors to some business knowledge and skills. Properly preparing successors is crucial for the business's future success [23]. Choosing a successor is a highly significant decision in a family-owned enterprise. Family-owned enterprises must examine which criteria are useful and relevant for the firm's successors. An objective and optimal decision-making process is ensured by the use of a systematic and criteria-based strategy, which prioritizes the best interests of the organization. Individual characteristics, such as family business socialization and external experiences, are preeminent in shaping the commitment and leadership duties of successors [29]. Among the most difficult parts of running a family business is dealing with a change in leadership from one





generation to the next [23]. The success or failure of the succeeding generation in a family business heavily depends on the effective transfer of knowledge [6]. This process ensures the continuity of the company's values, culture, and core competencies, even amidst changes in management and leadership. A transition that is both gradual and well-planned is essential for maintaining the continuity of business operations and enabling successors to accommodate themselves to their new roles in an efficient manner. Family business owners often place a high priority on longevity, and in contrast to many of their competitors who run firms that are not family-owned, they are concerned with the long-term health of their companies and the continuous involvement of their families [7]. An effective succession planning strategy should not only cater to the present requirements but also take into account the future sustainability of the organization. A crucial step following the initiation of the process is to establish a succession plan. Performance-based successor selection, which prioritizes expertise and capability over family ties, aligns with the broader Successor Selection Process in family businesses. This approach ensures the business is led by the most qualified individual, reflecting modern corporate principles of competence [33]. It also signifies a shift from traditional practices based on family lineage. This methodical approach ensures a seamless transfer of corporate legacy and opens up the possibility of considering external candidates, offering new perspectives and skills.

## CONCLUSION

This research investigates succession planning in family businesses, focusing on the challenges of bridging generational gaps, ensuring effective communication, and establishing credibility. Key issues include differing objectives, leadership styles, and strategic perspectives between older and newer generations. The importance of effective communication and trust for a smooth transition is emphasized, along with the need for a careful selection and training of successors that respect family traditions while adapting to modern business practices. The goal is to facilitate intergenerational transfers, ensuring the long-term success of these enterprises.

Addressing three main research questions, the study identifies that founders of family businesses implement a multifaceted, non-linear succession planning process, involving phases like initial planning, education, and selection of successors. This process incorporates practical experience and formal education. Succession is influenced by factors like generational differences, communication styles, and credibility issues. The research suggests methods like formalized development plans, involving non-family members in leadership roles, enhanced communication channels, external mentorship, and objective performance assessments. These strategies aim to ensure smooth leadership transitions and the long-term viability of family businesses.

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