

## Strategic Succession Plan to Expand the Sustainability of Saluyu Berkah Store: Linking and Integrating Education

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### ABSTRACT

The ability to endure and thrive is contingent upon the previous generation's preparedness in formulating a comprehensive strategy for the succession process. This study aims to identify the factors that influence business sustainability and to pinpoint effective strategies that successors can employ to enhance performance and competitive strength. The research utilizes a qualitative methodology, focusing on "Toko Berkah Saluyu," located in Kuningan Regency, West Java, with participation from the owner's child. Data was gathered through in-depth interviews with the potential successor. The analysis employed an interactive model approach. The findings indicate that the candidate successor is prepared to carry on the family business, which is characterized as a family-owned and managed enterprise designed to operate and expand across generations. However, it is uncommon for family businesses to have successors who are adequately prepared, possessing both a solid educational background and a strong motivation to continue the family legacy. Furthermore, the research suggests that "Toko Berkah Saluyu" should enhance its succession planning by recognizing the significance of motivation in the succession process, thereby allowing the next generation to cultivate innovative ideas.

**Keywords:** *Business Family; Business Sustainability; Motivation; Succession; Integrating Education*

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## INTRODUCTION

The concept of a business family represents a fascinating phenomenon within the contemporary business landscape. A business family refers to an enterprise that is owned and managed primarily by a family, with two or more family members actively participating in its operations (Hanifah et al., 2021). Furthermore, Soares et al. (2021) elucidate that family businesses exhibit unique characteristics that differentiate them from non-family firms, highlighting the necessity for extensive research into methodologies that can enhance their growth and sustainability. The primary goal of family-owned businesses is sustainability (Oppenheim J, 2015 in Wijaya & Wijaya 2016). Unfortunately, the level of sustainability among family businesses, particularly small enterprises, is quite low, with only fifty percent of family-owned businesses surviving beyond five years (Olson et al., 2003; Waqar et al., 2020; Ferreira et al.,

2021). A survey conducted by Brand Forum (2016 in Susanti & Wibisono, 2018) indicates that only approximately 30% of successful family businesses in Indonesia transition to the second generation, while only about 10-15% make it to the third generation, and a mere 3-5% endure to the fourth generation.

The sustainability of family businesses is influenced by several factors, with succession being one of the most critical challenges (Martini, 2018). According to Haryanto & Harjanti (2014), 88% of family business owners believe that their enterprises will be successfully passed on to the next generation. However, the reality reveals that only 30% of family businesses manage to transition to the second generation, 12% to the third, and just 3% to the fourth. The main objective of family businesses is their viability. Achieving sustainability in family enterprises necessitates two key elements (Heryjanto, 2016:10): long-term business progress (longevity) and a consistent generational transition over an extended period (continuity). The continuity of family businesses is shaped by various factors, with succession remaining a significant issue in ensuring their sustainability (Martini, 2018). Neubauer and Lank (2015) assert that succession is a strategic process aimed at identifying and preparing the next generation of successors to take over family businesses. This process is deemed essential for ensuring the longevity of family enterprises. Evidence from a survey conducted by Brand Forum (2016, as cited in Susanti & Wibisono, 2018) indicates that only approximately 30% of successful family businesses in Indonesia transition to the second generation, while merely 10-15% progress to the third generation, and a mere 3-5% endure into the fourth generation. The family business "Toko Berkah Saluyu," owned by Mr. Ondo, exemplifies this challenge, as it faces difficulties in maintaining its sustainability. Established by Mr. Ondo in 1991, the shop has operated daily for many years. However, it was not until 2024 that Mr. Ondo began contemplating succession planning. Some of his potential successors are already employed, while the youngest is still pursuing higher education. Succession planning is a critical factor that requires attention for the "Saluyu Berkah Shop." Without a well-structured succession plan, the sustainability of this family business may be jeopardized. Therefore, a strategic approach is necessary to prepare successors for the continuation of the business. Usaha has identified key indicators that can be utilized to assess the success of family businesses, which include trust, shared vision, organizational development, confidence in management, and human resource capabilities (Lobacz et al., 2016; Stephens, 2023).

Sustainability and success are crucial elements in the succession process. Sari et al. (2021) identified that the educational level and motivation of successors significantly influence the preparation for family business succession. Furthermore, Cahyadi et al. (2021) emphasized that the values held by founders play a pivotal role in the succession of large family businesses. This indicates that internal family factors, including education, motivation, and values, have a substantial impact on family business succession. Among these three factors, motivation emerges as the most critical aspect to be discussed, as it serves as a primary driving force for the next generation of successors to continue the family business. This concept is supported by various

theories and research, including the Psychological Ownership theory proposed by Erdogan, Rondi, and De Massis (2018), which suggests that successors are more motivated to carry on the business when they possess an emotional connection to it. According to Wardan (2020:109), motivation refers to the actions taken by a manager to enhance the enthusiasm and engagement of employees in their work. Similarly, Mohtar (2019:20) defines motivation as the internal drive that compels an individual to act in alignment with established goals. In the context of entrepreneurship, entrepreneurial motivation serves as the impetus for individuals to take action, including starting a business as young entrepreneurs. Sarosa, as cited in Rosmiati et al. (2015), noted that this motivation is linked to an individual's determination to achieve meaningful accomplishments. Additionally, Baum, Frese, and Baron (2007), also referenced by Rosmiati et al. (2015), highlighted that entrepreneurial motivation encompasses the efforts made to achieve entrepreneurial objectives, such as identifying, implementing, and capitalizing on business opportunities. The motivation to continue a family business often serves as the primary foundation for sustainability efforts that have been established by previous generations. In many instances, the desire to preserve family inheritance, develop the potential of the business, and meet parental expectations becomes a significant source of encouragement for successors. However, this motivation must be accompanied by a profound understanding of the responsibilities, vision, and management strategies necessary for the business. Therefore, it is essential to gather data from successors through qualitative research methods, particularly interviews. The problem formulation of this study focuses on two main aspects. First, it examines the strategies employed by the successor in relation to the sustainability of "Saluyu Berkah Shop." This sustainability encompasses the successor's ability to maintain operations, confront market challenges, and foster strong relationships with business partners and customers. Second, the research investigates the motivational factors that influence the successor's decision to take over "Toko Berkah Saluyu." These motivational factors may arise from internal sources, such as personal will and a sense of familial responsibility, as well as external influences, including family support and social backing. To gain a deeper understanding, structured and systematic interviews are necessary to collect information regarding the readiness of the successor candidates to manage the business, including their readiness, commitment, knowledge, experience, and competencies.

## **METHOD**

This study employs a qualitative research method, which Creswell (2015) asserts is an appropriate approach for comprehensively understanding social phenomena from the perspectives of participants. The objective of this method is to explore the roles, experiences, and contributions of the children of the owner of "Toko Berkah Saluyu" in supporting family business activities. This approach was selected due to its ability to capture the underlying meanings of phenomena occurring within family and small-medium business environments. The focus of the study is "Toko Berkah Saluyu," which serves as the context for the ongoing social and business

phenomena. The participants in this research are the children of the owner of "Toko Berkah Saluyu." Patton (2015) posits that participants with direct involvement in the studied phenomenon can provide relevant and profound insights. In this research, the children of the shop owner were chosen as the primary data source due to their active participation in store activities and their roles in supporting the sustainability of the business.

Data collection techniques for this study include in-depth interviews and documentation. Yin (2016) emphasizes that interviews are a primary technique in qualitative research, particularly when the study's objective is to explore the experiences, views, and perspectives of participants. The interviews were conducted with the children of the owner of "Toko Berkah Saluyu," specifically Sister Nita Julajizah, using a pre-prepared interview guide, followed by a documentation session. This documentation serves as evidence of the interviews conducted. The data analysis technique employed in this study utilizes an interactive model approach, where the analysis process begins with the interviews, followed by data presentation, and concludes with drawing conclusions supported by relevant theories.

## **FINDINGS AND DISCUSSION**

### *Business Sustainability*

Sustainability business is a condition Where business can Keep going walk and grow from time to time , with notice the impact to environmental , social and economic . According to Mas-Verdu et al (2015), sustainability business is form resilience from condition a business , which includes various strategies for maintain sustainability business and development effort . In the context of business “ Saluyu Berkah Shop ” family , sustainability business is very important thing For ensure that business family This No only endure but also can adapt with development of the times and market changes , especially in face challenges that exist at the moment This is for ensure sustainability business , owner “ Saluyu Berkah Shop ” business is needed For notice factor important that are mutually related in sustainability efforts , namely :

#### a. Business Conditions

Result of the interview that has been done on business the “ Saluyu Berkah Shop ” family shows that in business the "Toko Berkah Saluyu " family owned by Mr. Ondo, at the time This currently be at the stage succession or stage transition changeover leader to generation next . Where Mr. Ondo has been have candidate successor who has motivation strong For continue business "Toko Berkah Saluyu " family . In addition , the candidate successor driven by education in the field entrepreneurship as well as experience Work previously that has been to form his skills in creativity and communication . At the time this , candidate successor Not yet involved direct in operational daily , but candidate successor planning For deepen his involvement through learning direct from parents. But Now condition business the " Saluyu Berkah Shop " family at the moment This face challenges , especially Because age owner main Already further , which affects spirit and power

competition in operational . Business performance rated down , with focus marketing limited to offline sales .

b. Successor

With existence condition said , then candidate successor own vision For expand market reach through digital platforms and management more finances professional . With background behind relevant education , experience , and commitment to culture family , candidate successor Certain For bring " Saluyu Berkah Shop " to a more modern and sustainable direction without ignore values traditional that has become superiority business This . Successor own desire full For sustainability business This with all the preparation , especially successor motivated from knowledge gained on the bench lectures and experience in the world of work . So from that , successor feel that himself capable For continue business his family with a number of step the beginning that will be done.

c. Cash flow

Cash flow is very crucial aspect in every business , including in determine sustainability business . success business No only measured from amount profit only , but from ability management company cash flow with good . Widayanti et al (2017) argues that effective cash flow is part from strategy to guard sustainability effort , because smooth and healthy cash flow allow business For Keep going operate without existence disturbance financial flow at "Toko Berkah Saluyu " is quite good smooth cash flow Because every day always There is income earned . More or less income clean per day around Rp. 50,000 ,- if multiplied in period time a month around Rp. 1,500,000,-. But if approach Eid al - Fitr Fitri Can until more from that . So that with existence matter the Can it is said If its cash flow smooth and business Still still walk until now.

d. Motivational Overview

Motivation become successor in A business No only rooted from desire For continue inheritance family , but also from not quite enough answer big For maintain success and drive business to more direction forward . A successor sued For understand internal and external dynamics that influence business , as well as own vision term length capable accommodate changing times. In the process , a successor must capable identify opportunity new , overcome existing challenges , and maintaining sustainability company through innovative strategies that are aligned with development technology and markets.

With the interview that has been done show good results and interview process can walk with effective and smooth , where we submit various question related aspects important in sustainability business , including business strategy term length , innovations applied , and How business the capable face market and technology changes . Successor give valuable insights about steps that have been and will be taken For ensure continuity business , and challenges faced in transition process leadership .

Information obtained from interview This will become runway main in analysis more carry on about factors sustainability business led by Mr. Ondo. As description results interview get answer as following : Successor motivated continue business family Because education in college high , experience work , and parental trust to ability. According to Zellweger, Sieger, and Halter (2015), motivation successor For continue business family often influenced by entrepreneurial self-efficacy ( confidence) self entrepreneurship ) obtained through formal education , experience work , and support family . Family play role important in to form belief successor that they capable take transfer business with success . This is reflected in answer successor that is : "Because I motivated from education obtained from college high and motivated as well from place Work I , then from That I wish For continue business family especially parents I feel that I capable continue business family the Because see from major the lecture that I take ."

Successor vision is increase sale with develop online sales for follow current development . Dumas et al. (2020) emphasized importance implementation digital transformation for continuity business family in the modern era. Generation successor tend focus on innovation digital technologies and strategies such as e-commerce for compete in a bigger market wide . Online sales strategy is key For expand market reach and increase Power competitiveness in the digital era . This is reflected in answer successor that is "My vision For develop business family that is Can increase its sales with method sale online , because If only depend on sale offline only Possible will Keep going left behind and eroded with constant development over time changed ."

Successor Certain will success Because experience work part-time and run business small during lectures . According to Hauck and Prügl (2015), experiences outside of business family , including experience entrepreneurship independent , playing role big in build trust self successor in manage business family . Experience This help successor understand market dynamics and management business , so that make they more Ready For lead and develop business family . This is reflected in answer successor that is : "The thing that makes I Certain that is from experience I work part time and from business small-scale I am me pioneer time college . From there I Lots Study method manage A business That like what , so that with confidence self I This Hopefully Can continue business family with more Good Again ."

The prospective successor of the "Saluyu Berkah Shop" family expresses confidence in their comprehension of business management and operations at this time. This confidence suggests a strong sense of self-trust and a solid grasp of family business operations. According to Lansberg's (2017) development theory on successor competence, a candidate for succession in a family business must possess knowledge and understanding of operations, which indicates their capability to ensure the continuity of the company. This is evident in the successor's statement: "At this moment, I believe I have a sufficient understanding of business operations."

The prospective successor assesses that the business performance of "Saluyu Berkah Shop" is experiencing a decline, primarily due to the advancing age of the owner, Mr. Ondo, which has resulted in a diminished enthusiasm for business

operations. This situation has motivated the successor to enhance the family business by introducing products that align with current market trends. According to Kotter (2017), a successor aiming to implement change by incorporating relevant products that meet market demands underscores the significance of establishing a clear vision for change and developing strategies to ensure the sustainability of the family business in the face of contemporary challenges. This perspective is evident in the successor's statement: "The business performance I observe now shows a slight decline, largely due to my parent's age, as they are in the later stages of life. Consequently, my parent sometimes lacks the full vigor needed for business operations and often expresses dissatisfaction. I aim to revitalize the business by introducing products that are currently in demand, which should help boost sales and, of course, expand the business online as well. "Strategy to improve business important matter his with culture Work business family with That Can make open and transparent communication that can influential to sustainability business. According to Robbins (2015), culture Work functioning as system meaning together with the members organization . This is differentiate organization One with others and play a role important in increase performance employees . Culture strong work can push employee For more productive and committed to objective organization . Successor Already know How method maintain culture Work in business family . This is seen from answer successor that is : " For maintain culture Work in business family for business Keep going develop that is focus on preservation mark family , such as trust , togetherness , and sustainability , while integrate it in management his business . "

Succession, and especially chief executive officer (CEO) succession, is one of the most important issues surrounding family firms (Bennedsen, Nielsen, Pérez-González, & Wolfenzon, 2007; Nordqvist, Wennberg, & Hellerstedt, 2013) as it constitutes a critical turning point in a firm's lifecycle. The process of selecting a suitable and competent successor is crucial for the survival of the family firm (Dyck, Mauws, Starke, & Mischke, 2002; Handler, 1994; Le Breton-Miller, Miller, & Steier, 2004), because the CEO is likely to play a key role in determining a firm's prospects through her/his strategic decision making behavior (Bennedsen et al., 2007; Paul et al. 2024; Hambrick, 2007). In many cultures and times, CEO successor selection was a process mostly driven by primogeniture (Bertocchi & Primogeniture, 2019) and, thus, constituted a rather automated process. Today, integrity and commitment to the business are the most important successor attributes, while birth order and gender are less important (Wolff et al, 2024; McMullen & Warnick, 2015), implying that selection is becoming a more intentional and "to be managed" process.

The candidate successor demonstrates a commendable blend of creativity and effective communication skills, which are essential for the advancement of the family business. According to Yanto's research (2020), creativity significantly impacts customer satisfaction and loyalty. The candidate's strong communication abilities stem from their experience as a live host, aligning with the promotional strategies outlined by Kotler and Armstrong (2019), which emphasize the importance of direct and persuasive communication in marketing to enhance customer loyalty. The successor

articulated, “The primary skills I possess are creativity and effective communication with consumers. My creativity is crucial for my small-scale business, where I sell handmade accessories, necessitating innovative ideas for product development. My communication skills have been honed through my work experience as a live host, where I learned various effective methods for engaging with consumers.” Furthermore, the candidate has outlined a clear plan for their future involvement in the family business, intending to actively participate by assisting in the store and engaging in sales activities. This approach aligns with the findings of Liu et al. (2019), which suggest that active participation in a family business enhances one's identification with it. The successor stated, “I plan to become involved in the family business by helping in the store, starting with serving customers and restocking merchandise. As I accompany my parents to the store, I gradually become known to customers as the candidate successor of the family business.” The interview results indicate that the candidate successor possesses strong motivation and high aspirations to ensure the sustainability of the family business. They are committed to implementing necessary updates in response to contemporary developments while preserving core values.

## **DISCUSSION**

The interview conducted with the candidate for the successor position at the "Saluyu Berkah Shop" family reveals a strong motivation to continue the family business. This motivation is largely influenced by the candidate's educational background in entrepreneurship and work experience, which have equipped him with creative skills and effective communication abilities. The candidate expresses a deep sense of pride and a strong commitment to expanding the "Saluyu Berkah Shop" family business, focusing on enhancing offline sales and innovating marketing strategies through digital platforms. This aligns with McClelland's (2015) motivation theory, which posits that individuals with a high need for achievement tend to demonstrate significant commitment and responsibility, emphasizing innovation to attain success. To realize the aforementioned vision, it is essential to implement strategic steps to identify and tackle existing challenges. However, several critical aspects have been identified in the business's development, particularly the need for improvements in marketing, especially regarding the integration of online sales, as well as the separation of business finances from personal finances. One of the most significant challenges faced is building trust among long-standing customers in light of the leadership transition, while also preserving core values such as honesty and customer-friendly service. This is consistent with a PwC study (2021), which indicates that the success of family business transitions often hinges on the new generation's ability to manage challenges while upholding inherited values. The candidate also demonstrates readiness in terms of creative skills and effective communication, which have been honed through ongoing business initiatives and experience as a live host. Although he has not yet been directly involved in the family business's operations, he plans to engage more actively and learn directly from his parents. With a relevant



educational background, practical skills, and a commitment to maintaining the family culture in business, the candidate appears well-prepared to assume the role of successor and continue the family business legacy.

## CONCLUSION

Sustainability and success play crucial roles in the succession process of family-owned enterprises. Internal elements such as education, motivation, and core values have a significant influence on this transition, with motivation serving as a primary catalyst for the next generation to uphold the family legacy. This drive for motivation frequently supports the sustainability initiatives established by earlier generations. The sustainability of a business hinges on the successor's capacity to sustain operations, address market challenges, and cultivate robust relationships with partners and customers. This research examines the motivational factors that affect succession at "Toko Berkah Saluyu," where motivation is derived from both internal influences, including personal ambition and familial obligations, as well as external encouragement from family and the community. The study utilizes an interactive model for data analysis, commencing with interviews and culminating in findings that are grounded in theory. Interviews conducted with Mr. Ondo's family business reveal that it is currently in the succession phase, with candidates motivated by their educational background in entrepreneurship and relevant work experience, which enhance their creativity and communication abilities. These successors are focused on expanding the business through digital platforms and refining financial management practices.

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