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(IJLGC)**www.ijlgc.com**EVALUATION OF FAMILY BUSINESS SUCCESSOR CRITERIA:
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**Abstract:**

The family business has a characteristic in which the transfer of leadership is given to one of the family members as the next generation to maintain the continuity of its enterprise. Most family businesses in Indonesia do not yet have its succession plan. One of the keys to a successful selection of prospective business successors is to determine the right leadership criteria. This research aims to (1) identify indicators of successor characteristics, (2) identify leadership criteria, and (3) compose an evaluation of the succession at CV. Sentra Motor Sport (CV.SMS), a family business in the automotive sector located in Bogor, Indonesia. The tools for this research are successor's characteristics indicator, ACE MAN leadership criteria, and post-succession evaluation. The study employed descriptive-qualitative methods from primary data obtained through in-depth interviews with the predecessor, successor, and the employees of the family business. The total number of respondents were five persons. The interviews were conducted from June to July 2020. The results showed that the indicators of successor characteristics were in accordance with the expectations of the founder. The results of the ACE MAN leadership criteria assessment showed that the most dominant criterion was networking and the smallest ones were charismatic and achieving. According to the post-succession evaluation, the successor's leadership criteria of CV. Sentra Motor Sport could be categorized as a successful case.

Keywords:

ACE MAN, Characteristics, Leadership, Succession

Introduction

The majority of businesses in Indonesia are family-owned businesses or what are commonly called as family businesses. Jakarta Consulting Group states that 88% of national private companies are in the hands of families (Susanto, 2007). In Indonesia, the contribution of family

businesses to the formation of Gross National Product (GNP) is 80% (Casillas et al., 2007). According to Pambudi (2007), many family companies in Indonesia failed during the second generation leadership. However, many companies are successful and even become large after being managed by the second generation because of the success in the succession process, for example, the Djarum Group, Gunung Sewu Group, Dexa Medica Group and many others. Several family companies that have survived for more than 100 years, such as Hotel Savoy Homan that was founded in 1888, Jamu Iboe in 1910, Sampoerna in 1913 and Jamu Nyonya Meneer in 1919.

A family business is a company owned and managed by the founder's family. According to Martini (2018), the family as a system is more emotional, because they are united by the deep bonds that influences them in doing business, including that the family highly upholds loyalty and nurturing their business. In addition, families also tend to be conservative, minimizing changes to keep them intact. Family companies in general tend to have a long-term perspective on their business compared to public companies. Public companies often rely on short-term considerations because they are related to business fluctuations. Meanwhile, leaders in family companies certainly have different views and actions compared to employees, customers, communities, and other important stakeholders, which of course will also have a positive impact on company performance. A number of previous studies examining family firms have shown that family firms performance is influenced by a good succession planning. As stated by Miller and Isabelle (2005), a great business succession is a valid indicator of business performance. During the transition of leadership, the family business will run smoothly if the successor is better prepared. This includes preparing a successor in an affable manner and being involved in the succession planning process, including the transfer of wealth and ownership rights as well as things that have the potential to bring wealth (wealth-transfer). Another study found that the majority of top executive officers (CEOs) of 888 Malaysian family businesses came from family members (883 companies), while the rest came from non-family members. According to a research by Amran (2012), CEOs who come from family members are preferred over non-family members. This is because family directors generally spend the most of their working time in the companies they control, and therefore they understand the company better than non-family directors. In addition, the CEOs of family members can also make superior decisions for companies that are owned by his own family.

Even so, many family businesses have difficulty passing three generations (Widyasmoro, 2008). The average age of family enterprises is less than 25 years or one generation, due to transgenerational transitions that do not go well (Susanto, 2007). According to the Family Firm Institute research for The Family Business Review, only 30% of all family-owned companies survived the transition between generations in the second generation, while only 12% were able to survive in the third generation and only 3% only those who are able to develop up to the fourth generation and beyond (Hall, 2008). According to Susanto (2008), 67.8% of family companies that have prepared successors through succession planning. Meanwhile, 32.2% of other companies did not or had not prepared because the founders thought that the younger generation was not interested in participating in the company. Another reason is the difficulty in choosing which children will be competent successors in running the business. During the period of change of leadership or transition, it is one of the critical things in the family business trip (Kamener & Putri, 2017).

According to Leonardo (2016), ignorance of succession is a fatal thing, therefore family business needs to assess how they prepare to welcome the succession. Founders need to prepare and determine what kind of succession criteria are needed by the company to continue the family company, and how an understanding of the knowledge from the company will be transferred to the successor. Successor identification is the main concern of some researchers to minimize the error rate of founders in choosing the right successor. If there is an error in choosing a successor, this will have an impact on the sustainability of the family company going forward.

This study focuses on a case study of one family firm that have implemented succession. Then compile an evaluation of their leadership succession based on the indicators of successor characteristics, leadership criteria, and post-succession evaluation. The family firm selected for this case study is CV.SMS, a family firm that belongs to the automotive sector in the city of Bogor, Indonesia. CV. SMS has lasted for two generations of ownership, and have the size of under 10 employees working.

Literature Review

Family companies are defined as companies that are owned and built by families to last more than one generation with high involvement of family members in running the business (Kellermanns et al., 2008).

Succession is a process of transferring power and leadership which is carried out with various steps to ensure the sustainability of the business from generation to generation (Aronoff, 2003). In general, there are three succession patterns for top-level management that are usually applied by companies in Indonesia (Susanto, 2007). Firstly, planned succession which is succession planning that focuses on candidates who will occupy the “key” position has been prepared by providing an accelerated development program to increase experience and policy thinking as well as provide exposure to various important matters. Secondly, informal planned succession which is more about giving experience by giving a position to 'number one' and directly receiving orders and directions from that person. Thirdly, unplanned succession where the transfer of top management to the successors is based on the owner's decision by prioritizing personal considerations.

According to Remiasa (2014), the succession process of a family company is carried out through several stages starting with the selection of a successor candidate, the development and maintenance of a successor candidate, the involvement of a successor candidate, and postsuccession evaluation.

Selection of Successor Candidates

Susanto (2007) mapped out some of the attributes needed to choose a prospective successor to become a company leader. The selection of these attributes are grouped into ACE MAN (Acceptable, Charismatic, Energetic, Managing, Achieving, Networking). Firstly, acceptable whereas a leader in this type must be able to accommodate or accept the opinions of others and be able to make a decision from these results. The rhythm is called listen, think, and decide. Secondly, charismatic whereas leaders in this type must be capable of everything. They should have long-term visions (visionary), be charming, pleasing, and have respect for others. People with these criteria can meet people of any type and level. Thirdly, energetic whereas leaders of this type are extraordinary. This type of person is a hunter of ideas, great at taking advantage

of opportunities, and carrying out executions. This type is also supported by a strong physique. Fourthly, managing whereas a leader of this type is someone who does many things. Leaders in this type are able to manage and accept responsibility for the work they are assigned. All the work assigned to him can be done. Fifthly, achieving whereas leaders of this type must have a successful track record. Otherwise, other family members will not respect them. Lastly, networking whereas leaders of this type have sufficient networks. Having a broad array of networks will make it easier to lobby. Lobbying is a series of efforts carried out to influence the choice of the target party to have a positive perspective on the topic of lobbying. This type of leader assumes that a network can be built by conducting a series of meetings, approaches, and collaborations.

Development and Maintenance of Successor Candidates

After determining the successor candidate according to their attributes, the next stage is the process of developing and maintaining the successor candidates. Successor candidates must have education and knowledge that can be used for the development of the company in the future. Therefore, prospective successors are expected to be able to take advantage of their learning opportunities very well (Susanto, 2007).

There are several things prioritized in the succession process in order to develop the next generation. Firstly, the next generation have to be embedded a sense of commitment to the progress of the company in the future through a series of assignments, challenges, and reasonings for their loyalty. Then commitment will be born from a sense of pride in the family company, ownership, accountability, and a desire for the sustainability and progress of the company to be guaranteed. Secondly, the next generation have to be asked periodically whether he wants to join the family company or not as well as how much is their willingness to join. Thirdly, the next generation have to be taught how to evaluate themselves or even the company. The next generation is obliged to increase their knowledge and expertise to become a capital that can be used for the success of the next generation to carry out strategic tasks and gain the trust to replace the senior generation. Allowing the next generation to obtain experience working outside the company before joining the family company will also provide added value. In terms of the company, the next generation needs to be given the chance to see and assess what changes must be made and acknowledging the vision and mission that the company has had so far. Fourthly, the next generation must be evaluated on how they listen and respect the points of view of others, such as employees and family members. Finally, the next generation must be embedded with an assertive attitude, which is to be objective about problems, put forward logical arguments, be able to express ideas and suggestions strategically without being emotional.

Involvement of Prospective Successors

The most effective succession plan requires involving prospective successors into the company, including the decision making process and using existing opportunities or chances (Susanto, 2007). This is necessary because greater responsibility will result in better quality for future leaders (Aronoff, 2003). Leaders must provide important values for prospective successors in various ways, both the technical and psychological abilities of a leader. In addition, leaders must also involve their prospective successors in building cooperation with previous generations of co-workers. Bliss and Collingridge (1993) stated that a good succession plan requires to start at least 10 – 15 years before the owner leaves the firm. A long enough succession plan can mature the succession process itself by preparing a person that is

according to the desired successor candidate characters. Involvement of the candidates vary from occupying key role as one of the executives within the firm, so the candidate is involved in the decision making process, or placed as an apprentice of the owner, assisting in the firm's operations.

Post-Succession Evaluation

The successor candidate's performance evaluation can be done by comparing the expectations of the successor team and the reality that occurs in the next generation (Susanto, 2007). Several things that must be evaluated in the business aspect, includes measuring the development of programs within the company and measuring the turnover achieved by the company. Measuring the development of the programs are conducted by comparing the results of the program that was run before a successor candidate with the programs that was executed after the successor candidate intervened in managing the company, and measuring the turnover achieved by the company by looking at the sales results and the profits the company earned due to the presence of a successor (Maltz et al., 2003).

A person who takes over the power and control of a company from the previous generation whether because they are forced or not, is declared a successor in the context of a family business. The characteristics of the successor also play a role in the succession process, especially in the willingness of the successor to continue in the company, and the relationship between the successor and the incumbent (predecessor) of the company. Several benchmarks to see the characteristics of a successor by Marpa (2010) are age, education level, duration of joining the company, and experience working outside a family company.

(Meijaard et al., 2005) composed a succession scheme, including the indicators of successor characteristics (Figure 1). The results of this study suggested that the more work experience, and more business training for successors, will make the post-succession period more profitable. The indicators for successor characteristics consists of age, sex, education, business training, motivation, relation with the predecessor, duration of involvement, willingness to take over, and committee approval.

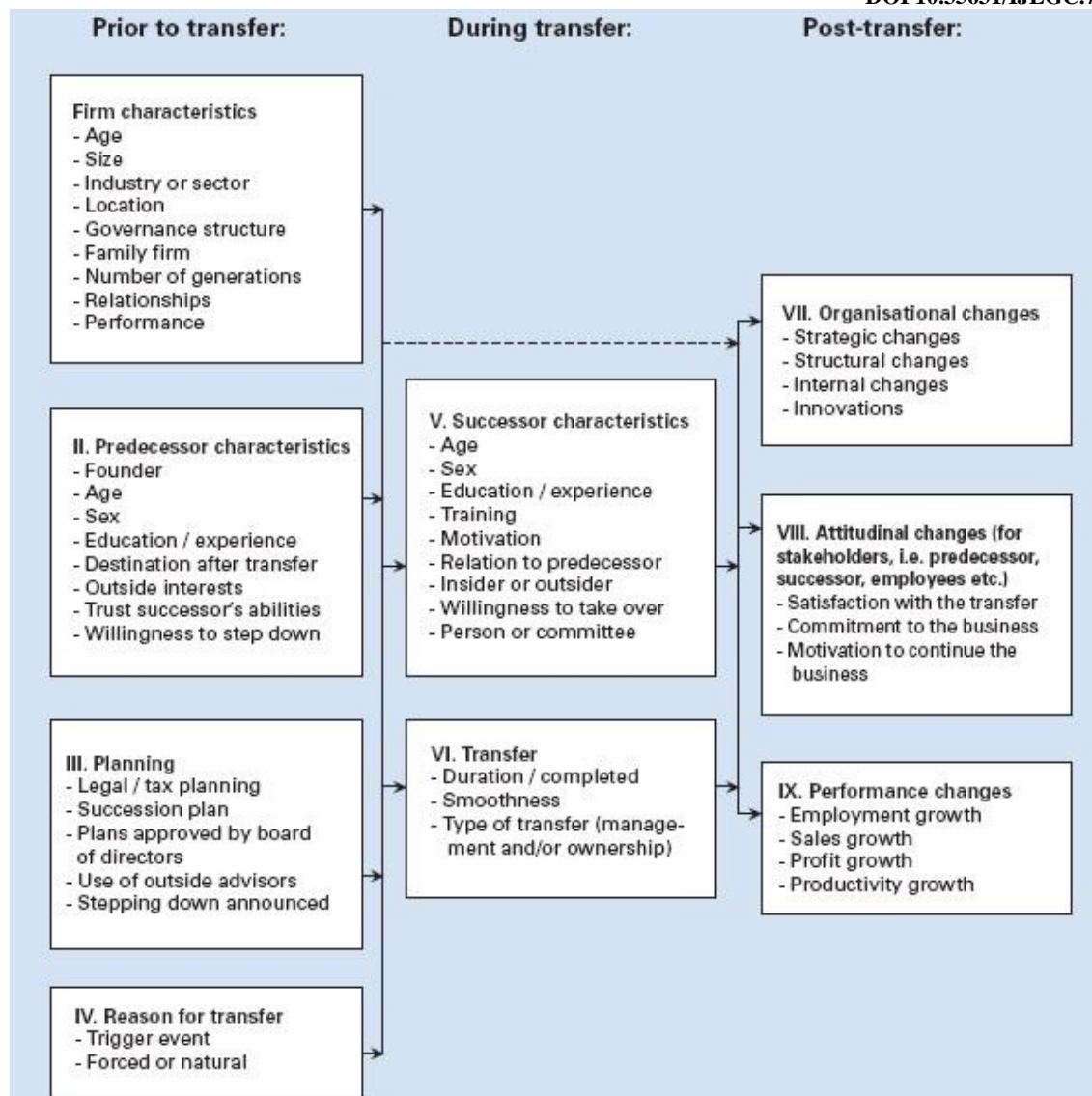


Figure 1: Succession Scheme (Meijaard, et al., 2005)

Research Methodology

Research Framework

This research was conducted from June to July of 2020 at CV. Sentra Motor Sport, City of Bogor, West Java, Indonesia. This research started by conducting in-depth interviews with the founder of the family business (CV. SMS) and then followed by interviews with the successor and then the employees of the company. Interviews regarding the description of the family business, the internal environment of the family business, indicators of successor characteristics, leadership criteria for the successor, and the post-succession evaluation. The results of the description of the family business and the internal environment of the family business are matched with types of succession patterns based on Susanto (2007). In order to evaluate the successor candidate is through comparing the succession planner's expectation with the reality that occurs (Susanto, 2007). The researcher then applied this to Meijaard's indicators of successor characteristics. The results of the successor's characteristic indicators are then mapped using a table to compare the results between the predecessor's expectations

with the reality that occurs. This study employed Likert scale (1 – 5) to assess each of the successor’s ACE MAN leadership criteria, ranging from (1) as the lowest and (5) as the highest, followed by note of examples of each criterion. The results for the successor’s ACE MAN leadership criteria assessment are then mapped using a radar chart. Lastly, the researchers draw conclusions from these data results based on the post-succession evaluation. The research framework is summarized in Figure 2.

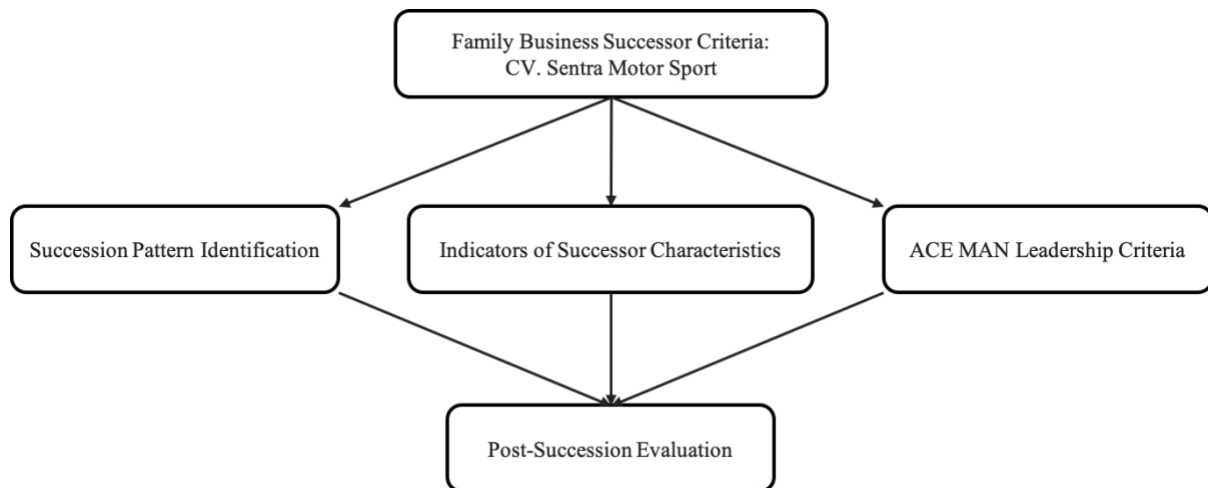


Figure 2: Research Framework

Research Approach

This research employed a descriptive-qualitative method. A research approach that utilizes open interviews to examine and understand the attitudes, views, feelings, and behavior of an individual or group of people (Moleong, 2011). In this study, the subject of research is the company CV. Sentra Motor Sport. The company is a sample of the family business population that is engaged in the automotive sector. With the object of research are indicators of successor characteristics and successor’s leadership criteria. Determination of the interviewees for the research was carried out by purposive sampling, namely the sampling technique for data sources with specific considerations and objectives (Sugiyono, 2012). Some of the considerations, namely, the interviewees chosen by the researcher can certainly provide the data needed in this study. In this study, the interviewees were: the successor, the founder, and employees of the company. The requirements for the data source that had to be met were a family business located in the city of Bogor, belongs to the automotive sector, and had carried out a succession process.

Result And Discussion

Business Overview

CV. SMS is a car repair shop established since 1993 in the city of Bogor, Indonesia. It currently has 7 employees, 2 of them as administrator, and the other 5 as freelance mechanics. The organizational structure of CV.SMS is summarized in Figure 3. This company was founded by Mr. IH based on economic needs and his passion in the automotive sector. Based on the definition of a family business by Kellermanns et al. (2008), Mr. IH made CV.SMS as a family business on 2003 when his firstborn son, Mr. AS joined the business as a helping hand around the repair shop. Mr. AS presence around the repair shop throughout the years, triggers his passion for the automotive sector. Mr. IH started his succession plan around 2010, the time

when his son Mr. AS was still in college which Mr. IH thought would be a great time for his son to take on more serious tasks on assisting the repair shop like meeting customers, meeting suppliers, getting involved in the decision making process, and tagging along with his father to important meetings. Right after Mr. AS graduated from college and obtaining a diploma degree, Mr. IH had finalized his desired qualities and characteristics of his successor. They have finally completed their succession on 2012 with Mr. AS as the successor. The reason for their succession was because Mr. IH has reached the age for moving on to other businesses, and Mr. AS was considered ready to manage this business. CV.SMS succession was categorized as informally planned succession due to Mr. AS was not given a role as one of the firm's key executives but more as an apprentice of his father and he was not given any special business training but only from his father covertly. Mr. IH then evaluates his successor's progress after the succession by visiting the repair shop on a weekly basis.

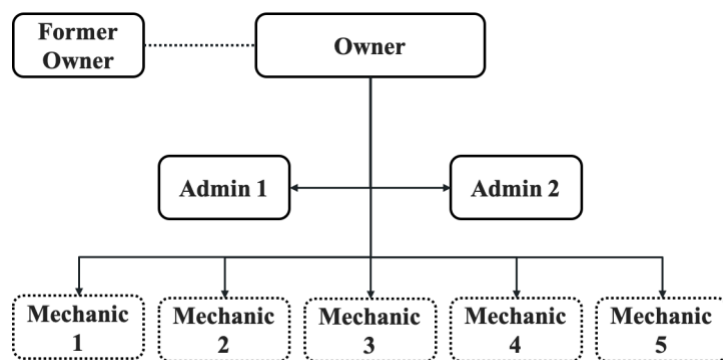


Figure 3: CV.SMS Organizational Structure

Indicators of Successor Characteristics

Table 1 shows the successor's characteristics indicator in terms of expectation and reality. The comparison results between the occurring reality and the expected indicators for successor characteristics of CV. SMS did not vary significantly. CV.SMS family stated that the results were in accordance with their expectation or desires.

Table 1: CV.SMS Indicators of Successor Characteristics

Successor Characteristics	Expectation	Reality
Age	22	22
Sex	Male	Male
Education	College	Diploma
Training	College	Parents
Motivation	Predecessor's Age, Successor's Readiness	Predecessor's Age, Successor's Readiness
Relation to Predecessor	Parents and Child	Parents and Child
Duration of Involvement	6 Years	7 Years
Willingness to Take Over	High	Moderate
Committee Approval	-	Founder

Age, Sex, & Relation to Predecessor

Mr. IH finally gave the key of CV.SMS car repair shop to Mr. AS when he was 22 years old, or the age when Mr. AS had graduated from college. This age is in accordance with Mr. IH's expectations. Mr. IH only has two sons as potential successor candidates. Mr. AS as the first child in the CV.SMS family was the best choice due to his personality that likes the automotive sector more than his younger brother.

Education & Training

The CV.SMS family stated that Mr. IH had a desire that his children should attain a higher education than Mr. IH himself, and this has become a reality especially with Mr. AS who obtained a diploma degree. Regarding business training, Mr. IH considers that the training has been obtained by his son through the college he attended. Whereas Mr. AS himself views that he tends to get business training from his father personally.

Duration of Involvement

The duration of Mr. AS's involvement in CV.SMS before the succession process lasted 6–7 years because Mr. IH considered that Mr. AS was quite ready and Mr. IH himself had reached the age of moving on from this business. Therefore, Mr. IH had no problem with the timing of the succession.

Motivation

CV.SMS family stated that the motivation for their succession was because Mr. IH was an older man and Mr. AS was declared ready. They also stated that Mr. AS was the only potential candidate that likes the automotive sector and was already involved in car repair activities. In addition, Mr. IH also mentioned that he had other business activities, so that at his age he felt that he would not be able to be still managing the CV.SMS car repair shop.

Willingness to Take Over

Mr. IH stated that he expects his successor would have a high willingness to take over. Meanwhile, Mr. AS assessed that he only had moderate level of willingness to take over because before the succession, Mr. AS had no intentions that he would be the next owner, but he also intended to be open to any job opportunities.

Committee Approval

Before the succession is carried out, the decision to choose a successor is the result of the consent of the family members involved. The case of CV.SMS family only had the involvement of Mr. IH and Mr. AS as the family members, therefore the decision to choose a successor was only based on Mr. IH himself.

ACE MAN Leadership Criteria

Figure 4 shows the assessment of the ACE MAN leadership criteria. The explanation of each criterion as follows.

Acceptable

In terms of acceptable, Mr. AS had high tolerance for outside opinions or critics and how to react to them. His father added that patience is also part of the criteria that can make a leader easily accepted. CV.SMS employees confirmed these statements, where Mr. AS likes to ask his employees for opinions, not being stubborn, and does not accept information outright.

Charismatic

In terms of charismatic, Mr. AS was quite sociable and was able to adapt to various people. Meanwhile, Mr. IH viewed that using charisma actually gave social distance within the internal environment. However, when dealing with customers or other parties, charisma is needed to show quality and professionalism at work. CV.SMS employees also confirmed these statements with their explanation that Mr. AS is a person who is very close with his employees, being friendly, flexible, and dresses very well.

Energetic

In terms of energetic, Mr. AS was very active in seeking out outside relations and keeping up with current trends. CV.SMS employees also added that Mr. AS was very enthusiastic when it comes to building cars for automotive communities, keeping up with the times such as adding more sophisticated workshop equipment assets, and Mr. AS also opened up new opportunities by allowing sellers who want to do a consignment in his repair shop.

Managing

In terms of managing, Mr. AS brought changes to manage the business such as, using technology for administration, new reward-punishment rules for his employees, and a more centralized decision making system which was between the admin and the owner. As a leader, Mr. AS was quite able to handle work related issues.

Achieving

In terms of achieving, Mr. AS was able to obtain great reputations from projects he brought from his relations, which was several automotive communities and local government services. Meanwhile, his father stated that there is no necessity to have such achieving characteristics, because these qualities are based on personal goals. As long as they have the will and desire to not giving up on their goals, those are what needed to be as a leader.

Networking

Lastly in terms of networking, Mr. AS was able to make approaches to outside relations and making them as an advocate of his business, resulting the addition of new regular customers. Mr. AS gave an example of how he attracted the interest of automotive communities, and how he lobbied the local government services of Bogor City. His father also acknowledged his son's ability to network and lobby as traits he was very good at.

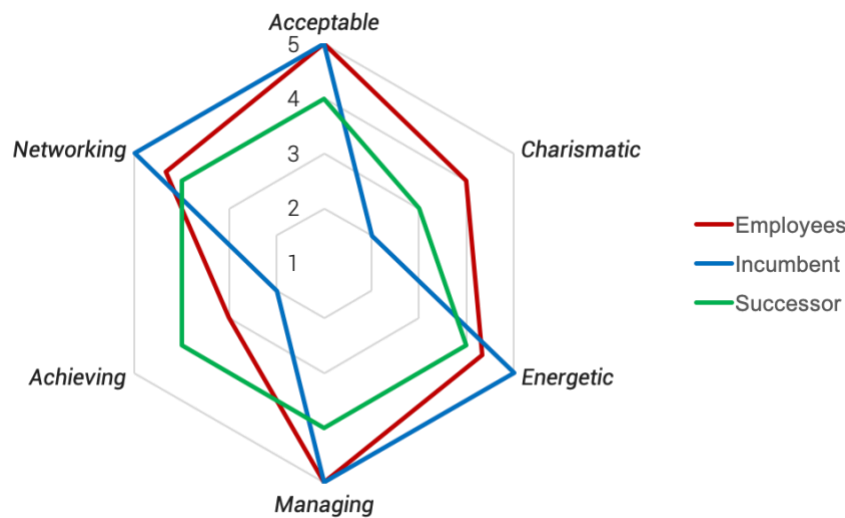


Figure 4: CV.SMS ACE MAN Assessment

The results of the ACE MAN assessment showed that the most dominant criterion is networking and the smallest ones are charismatic and achieving. The founder also stated that these assessment was in accordance with his expectation.

Post-Succession Evaluation

Within the successor aspect for evaluation, from the indicators of successor characteristics, and from the ACE MAN leadership criteria, the occurring results for CV.SMS family was in line with their expectation of their succession plan. Post-succession, Mr. IH regularly visits Mr. AS to check up on him. Mr. AS also shows self-development as a leader from receiving his father's advice, facing business issues, and managing the car repair shop on his own. Therefore, the successor aspect of CV.SMS has positive outcomes.

Within the business aspect for evaluation, since Mr. AS's leadership came into place there have been significant changes, especially in terms of performance and programs. Firstly, from working hours which was changed from 07.00-21.00 to 09.00-17.00 due to the age condition of the employees, and the level of security in Bogor City at night. The change in working hours did not actually affect the productivity of the repair shop, as Mr. AS began to use his networking skills to win tenders, obtain sponsors, and attract the interest of the automotive community. Therefore, CV. SMS car repair shop has new regular customers. Mr. AS always keeps up with the times by entering the online market, adding more sophisticated workshop equipment assets, and using technology for administration. In addition, Mr. AS also initiated system changes, such as implementing new reward-punishment rules for his employees to ingrain work discipline, and having a centralized decision making system. These significant changes in performance and programs gave positive impacts, one of these impacts, namely, an increase of average number of customers per month, resulting an increase in turnover reaching 30-40% compared to before the succession.

Table 2: CV.SMS Monthly Average of Customers Per Year Post Succession

Year	Average Customers Per Month
2012	326
2013	339
2014	344
2015	350

Conclusion

The family business of CV. Sentra Motor Sport has a successor who succeeds in continuing his family business through an informally planned succession. The comparison results between the occurring reality and the expected indicators for successor characteristics of CV. SMS did not vary significantly. CV.SMS family stated that the results were in accordance with their expectation or desires.

Using the ACE MAN leadership criteria model, the successor of CV.SMS, namely Mr. AS, has results that was corresponding with various indicators contained in each criterion, therefore he obtained high scores in several criteria. The most dominant criterion for Mr. AS is networking, due to the results for several other criteria were based on his networking skills. CV.SMS family stated that the assessment results of the ACE MAN leadership criteria were categorized as an accomplishment because it was in accordance with their expectations or desires.

Post-succession evaluation is proven through the successor aspect and business aspects. From the successor aspect, Mr. AS has shown self-development as a car repair shop owner. This selfdevelopment derived from the internal environment of the family business and the education he took. From the business aspects, CV. SMS underwent two significant changes. First, in terms of business performance, it became more productive with the presence of regular customers brought by Mr. AS through his networking skills, and the presence of new program innovations such as implementing a more sophisticated management system and entering the online market. Second, in terms of turnover achieved, there was an increase of 30-40% compared to before the family business succession. Therefore, the criteria for the successor of the family business CV. SMS could be categorized as a successful case.

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