

## Small Family Business Development from Three Dimension of Family Business Model

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### ABSTRACT

This research is about mapping the family business on a small scale in view of the development of three-dimensional model of the family business (Davis *et al*, 1997) that covering the family dimensions, ownership dimensions, and business dimensions. The study was conducted in Soto Bandung M Tarya Sawah Kurung and Soto Bandung M Tarya Pajagalan (Bandung, Indonesia), from March to July 2015. Both objects have been unique in the ownership and management of its business that coming from a family with the same trademark. However, they are completely different in terms of capital ownership and management of its business. Data were collected by in-depth interviews and analyzed by three-dimensional model of the family business. The analysis conducted to map the stakeholders (family members, business owners, and employees) and formulate a strategy based on SWOT analysis. The results obtained that stakeholders at Soto Bandung M Tarya entirely from the family, with the dominance of women in it. Each club has its advantages and disadvantages, but both sides have a common strength that family businesses can be successful long-lasting.

**Keywords:** small family business, three-dimension model of family business, SWOT analysis.

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## INTRODUCTION

Family businesses is a part of small and medium size companies in the world and it is account for 65 % to 90 % of all business in various nations Erdem, 2010. Many similar topics about family business research attempts in other fields of social science, such as management (e.g., Barley, 2006; Bartunek *et al.*, 2006; Das & Long, 2010), and marketing (e.g., Shugan, 2003; Smith, 2003; Voss, 2003). Salvato and Aldrich, 2012. Many literatures on family firms from a descriptive perspective, based on expert opinions, were reviewed to examine the status, trends and potential future research areas such as Bird *et al.* 2002; Casillas and Acedo 2007; Chrisman *et al.* 2003; Dyer and Sa´nchez 1998; Hollander and Elman 1988; Zahra and Sharma 2004. Velasco, 2011

Family owned business or a family enterprise definition is “ More than half of the outstanding shares are owned by one or two families. Marpa, 2012. Families and businesses come up with a different reason. If the family has reason for concern and self-development of family members, business comes to reasons of production of goods / services as much as possible. When both of them together will create a better organization.

Family business life cycle begins with the immediate family of the founder who focused so that the business can survive and thrive. When the company began to grow into more powerful, second generation and extended family into a dynasty of family. Furthermore, family company that can survive will experience an influx of professionals. At the time the company needed a mature and stable professional services to help manage the company. Many researchers and experts defined family business with his categorizes based on certain properties, namely: the desire, the involvement of family members, ownership and / or management, as well as shares owned by family members involved.

Family business has an advantage of sustainability and longevity. In order to understand its characteristic and strength, it is important to analyze the stakeholders within the dimension of family business model. Taguiri and Davis (1982) propose three-circles-model, which later is developed by Gersick *et al* (1997) into three-centers family business model Sharma *et al.*, 2013. This model serves a good approach for analysis so that the dimensions of family, ownership, and business can be well managed.

The stakeholders mapping of businesses owned by family is still far from sufficient. The analysis should aim to provide a way to formulate strategies to assure the sustainability of the companies in the long run. The longevity of the family business should serve the main purpose of family businesses in all business levels Dhewanto, 2012. Suggest that “longevity is the main indicator for success.” Success is strongly influenced by business longevity and the efficacy of the change of plan. Both factors determine family business’ sustainability Dhewanto, 2012.

In this study, interviews were conducted to business owners in Bandung, who were selected from randomly picked business owners. Some criteria used to select the business owners were families who have been running businesses for more than two generations, and those whose businesses are small-scale industries producing Bandung local foods. Criteria of small business are having an income between 300 million-2.2 billion rupiah and have a

financial asset between 50 million-500 million rupiah Kementrian Koperasi dan Usaha Kecil Menengah Republik Indonesia, 2008. According to the Badan Pusat Statistik (BPS) small businesses are industrial companies of its workforce between 5-19 persons. Categorization of BPS, machine is not paying attention and did not pay attention to the amount of capital the company. The two restaurants of M Tarya family businesses meet these criteria.

Founded by Muhammad Tarya (M Tarya) in the 1950s. Name of the founder is still become a key factor of this business. Soto Bandung M Tarya just opened his business in Bandung and only two stalls until April 2015. Both soup stalls, managed and owned by different people. There is no business interference between them.

Currently, Soto Bandung M Tarya businesses are situated in two different locations, Sawah Kurung and Pajagalan. The Sawah Kurung restaurant is run by Atikah, the daughter of M Tarya, and the one in Pajagalan is founded by Syamsuri, the son of M Tarya.

Aiming to identify the key success of the sustainability of the family business, this research creates a mapping of the stakeholders (family members, stakeholders, and employees) involved in the business. This research also investigates influential aspects contributing into family business development through Strength – Weakness – Opportunities - Threats (SWOT) approach, while referring to three-dimension theory. Hoping to formulate strategies to for the foundation of the companies' future, this research aims to discover the key success of small family businesses' sustainability.

This paper is organized as follows : Section 2 lays out the literature review, and methodology ; Section 3 contains a discussion of the empirical findings; and Section 4 provides conclusions.

## **THEORETICAL FRAMEWORK AND METHODOLOGY**

First, theoretical framework is from three circle model (family, ownership, and business) Sucipto, 2014. Family circle consists of all members of both families who only own shares, which only a family run business, or families who are not concerned with the ownership of shares or business operations. Ownership circle includes all elements of a company that has a stock, family members or outsiders who only own shares and the professionals who run the business. Business circle consists of family members who run the business either own shares or not. And professionals or others who run businesses that have a stake or not.

The three axes model or three dimension of family business a management model developed from the three circles model Getz *et al.*, 2004. Describes family business in three connected circles as depicted as follows. The circles represent Sucipto, 2014:

- Sector 1: Family members who do not contribute to the investment and do not work in the company.
- Sector 2: Investors who are not family members and employees of the company
- Sector 3: Managers and employees who are members of the family.
- Sector 4: Family members who are also the owners of the company, but do not work for the company.

- Sector 5: Investors who also manage the company but are not members of the family.
- Sector 6: Family members who work for the company but not own the capital.
- Sector 7: The capital owners who also work for the family and are members of the family.

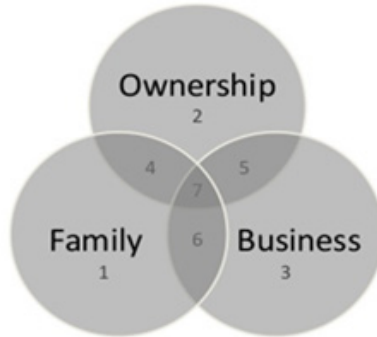


Figure 1 Three Dimensions Model

The benefit of the three dimensions’ model of family business development includes that it can capture the dynamic development of this business. The second benefit is that it can accurately identify the stages of the development Sharma *et al.*, 2013. The characteristics of the development of the family, owners, and business are described in the following table.

**Table 1** The Characteristics of Family Dimension’s

<b>Family Dimension Development</b>	
The owner manages the business	Owner’s age: 30-40 years
Training and development stage	Successor’s age: 15-30 years and the owner’s age: 40-55 years
Collaboration stage	Successor’s age: 30-45 years and the owner’s age: 55-60 years
Succession stage	Successor’s age: 60- early 80 years and the owner’s age: 45-55 years

Marpa, 2012

**Table 2** Characteristics of Ownership Dimension’s

<b>Ownership Dimension Development</b>	
The owner’s control	The company is exclusively owned by one person only or with his/her spouse. There might be, however, another passive owner.
Sibling partnership	Ownership and authority is controlled by siblings.
Extended family members	Ownership is held by a group of cousins with a combination of controlling owner and uncontrolling owners.

Gomulia, 2013

**Table 3** Characteristics of Business and Management

<b>Business and Management Development</b>	
Business Set Up	Informal organizational structure, controlled by the owner and manager. The company produces only one product or business unit.
Expansion and Establishment	The increased demand of developing the business structure and system. The company develops and produces more diverse products and business lines.
Mature stage	More stable organizational structure. The number of customers reduces steadily. Divisional structure is implemented in senior management team. The establishment or organizational routines.

Gomulia, 2013

This research is divided into three stages. The first stage maps the stakeholders based on the three - dimension model of family business development. The map intends to describe the current social situation and the one in the future (five to ten years ahead). Data were collected using the in-depth interviews. The second stage involves the analysis of social situation using the SWOT analysis. In this stage, the early data were collected using passive participation observation. Data formulated from observation notes were verified with the participants for accuracy and clarity. The SWOT analysis in this stage was employed to identify the advantages, drawbacks, as well as opportunities and challenges encountered by the companies Rangkuti, 2014. Therefore, the strategies employed in this research were two folds. The first one comprised the practical value for the company. The third stage determined the key success for the sustaining family business, which was derived from the advantage of each participant.

As for the sampling, this research employed the purposive sampling method Sugiyono, 2014. With this method, the participants were selected from those who were knowledgeable about the topic. The participants, or respondents, are listed as follows:

**Table 4** Respondents In Sawah Kurung Restaurant

No.	Name	Occupation	No. Item
1.	I-1	<i>Company Owner</i>	1-24
2.	I-2	Owner ( <i>Owner's husband</i> )	1-24
3.	I-3	Employee ( <i>Owner's son</i> )	1-24

**Tabel 5** Respondents In Pajagalan Restaurant

No.	Name	Occupation	No. Item
1.	I-4	<i>Company Owner</i>	1-24
2.	I-5	( <i>Owner's nephew</i> )	1-24
3.	I-6	Employee ( <i>Owner's grandchild</i> )	1-24

Source triangulation technique was employed in this research to comply with the interview method. By obtaining data directly from resource persons who were knowledgeable about the topic, this technique enabled researchers to assure the data accuracy. The reliability of this study is reinforced by the operating table focus. The table contains items that also include the question expected results. So this study proved to conduct research in the field and other researchers can replicate the research process.

## RESULTS

### Stakeholders Map (Family Member, Shareholders & Employee) Soto Bandung M Tarya

Interviews with the stakeholders reveal that internal stakeholders in Sawah Kurung restaurant are those who can be categorized into the zone six and seven. In zone 6 – family members who run the business -- there was Rian (I-3) and three other family members in this category. The three were Mrs. Nenden (junior), Mrs. Neni, and Mrs. Enung. Zone 7 had business owners; Mrs. Nenden (I-1), and Mr. Rudi (I-2), who also worked there.

Findings in Pajagalan restaurant show almost similar result. In Zone 7 in this location, there existed Bu Siti (I-4). Zone 6 had Mr. Aan (I-5) and Ani (I-6). In addition, Mrs. Tia and Mr. Icing, who were not respondents, were categorized in this zone 6. Meanwhile, zone 2, 3, 4, and 5 were vacant, and zone 1 had a lot of respondents.



M Tarya Sawah Kurung  
 I1= Ibu Nenden (*owner*)  
 I2= Pak Rudi (*owner*)  
 I3= Rian (employee- successor)

Figure 2 Stakeholders Map



M Tarya Pajagalan  
 I4= Ibu Siti (*owner*)  
 I5= Pak Aan (employee-successor)  
 I6= Ani (employee- successor)

Figure 3 Stakeholders Map

## **SWOT Analysis**

The family businesses that have been established for more than 60 years are currently run predominantly by female employees. In addition, top managerial positions are also held by women. Despite the domination, the stakeholders' roles in the next five to ten years are predicted to change. This is supported by the successors' wish to involve capital intervention from bank. The successors also saw possibilities to invite external funding to develop the location and facilities through a joint venture system. Other than that, the owners and the successors planned to increase the number of employees. Employment opportunities for cashier duty and waiter/waitress positions are planned to be opened to public, while the kitchen tasks would be kept for the family members only. The openings are made to anticipate the possibility of expansions. The stakeholders' roadmap in the future will likely show a similar pattern because the sense of respect to the elders allows the control and authority in the business management to remain in the hand of the owners and the successors of the business, and not be handed over to the outsiders. More findings of the three circle model analysis are further explained in the following section.

The family business Soto Bandung M Tarya controlled by the nuclear family and employee motivation. Both Soto Bandung M Tarya still continuing effort passed down from ancestors with the leaders and owners of capital originating from the nuclear family (father, mother and children). The owners and managers who came from nuclear families still remain secret recipe Soto Bandung that characterizes them. This because, according to them they recipe Soto Bandung is the best. The good motivation and commitment come from older generation that the family should maintain the business for generations. While the younger generation have the motivation to do the expansion and formalization of business. The expansion and formalization will be needed if the company is already recruiting more employees and open branches in other places.

## **Three Dimension Family Business Development Model Analysis of Sawah Kurung Restaurant**

Family Dimension. M Tarya Bandung Soto was founded in 1954 by Muhammad Tarya. In the last four years, the third generation (the grandchildren of M Tarya) manages the business. The owner revealed that at the beginning he had to start from the scratch to build the foundation of the business. Currently being run by the third generation, the business is still in the process of developing and thus in need of time and money. When the research was conducted, the owner was 52 years old and the successor was 22 years of age. Being in the stage of training and development, the performance of the third generation in running the business can be described as good. In preparing for the future, the owner involved his children, the successor, in business so they can learn to manage the business before the real appointment is later made. Meanwhile, the owner is still fully controlling the management, saying that they were observing their successor's motivation to check whether they would be ready to hold the responsibility. The business was managed by six family members.

**Ownership Dimension.** The ownership of the business, if determined by the number of capital invested, belongs to the owner and his wife. The business’ profit is gained through the investment of the startup capital. This method still sustains and will remain the same in the hand of the fourth generation who will later run the business. An attempt to multiply the capital is carried out by collaborative investment as of May 2015. This new method unfortunately failed and thus lasted only one month.

**Business Dimension.** As the business is expanded and more established, the owners feels the need to develop the system-structure and to diversify the products and the business lines. Efforts such as inviting third party’s investment in order to expand the consumer’s segment were carried out. This restaurant employed four employees, three of whom were seniors, and one was a junior employee. All employees demonstrated passion for learning, but the junior one, in particular, showed a motivation to develop the business towards a more professional shape, such as suggesting the employees to wear uniform, establishing Standard of Procedure as well as the job descriptions for all employees. Meanwhile, the senior employees’ performance was recorded as good. On the other hand, the junior’s performance was not that good due to the less experience.

This period was marked by an increase number of customers if compared to the number of customers visited the restaurant in previous years. There were a few business competitors, who are extended family members.

**Table 6** The SWOT Analysis of Sawah Kurung Restaurant

Internal		
	Strength (S)	Weaknesses (W)
	<ol style="list-style-type: none"> <li>Ownership and leadership by the nuclear family members.</li> <li>Business is in its four year of establishment, and is controlled by the third generation. The owner and the successor are motivated to expand and to formalize the business.</li> </ol>	<ol style="list-style-type: none"> <li>Regeneration to the successors, as they are asked to get involved in the business.</li> <li>Limited personal capital.</li> <li>Moving towards a professional business.</li> </ol>
External		
Opportunities (O)	SO Strategy	WO Strategy
<ol style="list-style-type: none"> <li>The product’s quality is well known.</li> <li>There has been third party’s request for collaboration.</li> </ol>	<ul style="list-style-type: none"> <li>Maintaining the family’s traditional recipe while attracting consumers with special offers such as the “family package” (S1-O1)</li> <li>Inviting third party’s collaboration in opening restaurant outlets (S2-O2)</li> </ul>	<ul style="list-style-type: none"> <li>The successors are assigned to handle the marketing duty (W1,2-O1)</li> <li>Experts are needed in handling the SOP (W2,3-O2)</li> </ul>



**Table 6 (Cont.)**

Threats (T)	ST Strategy	WT Strategy
1. The increased price of the ingredients.	• Establishing the brand through online social media promotion. (S1,2-T1,2)	• Reduce the portion size. (W2-T1)
2. The main competitor has grown significantly.		• Hiring freelancers as marketing agents (W3-T2)

To maximize the strength and opportunity. Soto Bandung M Tarya Sawah Kurung have a strategy (S2-O2): They have to open one branch with business teamwork systems is (joint venture business). This strategy is an aggressive strategy for increasing sales profit in the future. The joint venture is a business with each party agreed to invest the amount of resources and capital, roughly equal to the new business (Griffin and Ebert, 2007).

In another side, strengths-threats (S1,2-T1,2) is diversification strategy. Because of Soto Bandung M Tarya Sawah Kurung doesn't have a marketing budget and also marketing skills. Family firms typically lack the functions of marketing development strategy and quality management as well as adaptation to technology (Kementrian Koperasi dan Usaha Kecil Menengah Republik Indonesia, 2008). So they have to choose an online marketing ways. For example: They have to broadcast their products to twitter or culinary blog.

At Soto Bandung M Tarya Sawah Kurung, the next generation of this family is a boy called Rian (son of owner). Who join this family business just one year earlier? He doesn't have any skills and passion to cook. The values on the labor market in family members relatively low and can't easily duplicated Marpa, 2012. So turn around (WO) strategy in next generations should be prepared to manage marketing division on this family business (W1,2-O1). Second strategy (W2,3-O2), Soto Bandung M Tarya Sawah Kurung should be use an extra human resources (Mr. Outside). Mr. Outside job descriptions is to build standard operational product (SOP). Why we need Mr. outside? She/he is a resources to expand the network, build a business relationship more clearly, and neutrality required that is able to make decisions based on business judgment Susanto, 2005.

Quadrant fourth (weakness-threat). WT first strategy is to equalize the portion with price fluctuations on market (W2-T1). This strategy is used to handle financial fluctuations. But they must adjust the portion in one cup of Soto Bandung. In order to survive, the family company is required to focus on customers and markets. Have a deep knowledge of who its customers and what their main needs Susanto, 2005. Human resource development issues in the family company is that family firms are reluctant to meet the development needs of individuals and not paying attention to the commercial benefit for the company Susanto, 2005.

So this strategy must be formulated to employ a freelancer to take a marketing jobs at Soto Bandung M Tarya. The freelancer has an added values of business and not affected from family values. The values of Human Resources recruitment in business is to recruit professional who are the most competent and qualified (not necessarily family members) Susanto, 2005.

### Three Dimension Family Business Development Model Analysis of Pajagalan Restaurant

**Family Dimension.** The Pajagalan restaurant was founded in 1950s and thus has been operating for 65 years. For thirty-eight years, the business has been run by the second generation of M Tarya family. This management demonstrates that this business needs regeneration and strategic reinvestment. Having been run by the 70 years old owner and 50 years old successor, the business should hand over the leadership to the successors, which are the nephew and his wife, who helped the business since a long time. According to the owner, he planned to do so in 2016 or 2017. With a total of five employees, this business is totally run by family members, one of whom was one from the fourth generation.

**Ownership Dimension.** Similar to the Sawah Kurung restaurant, the Pajagalan restaurant's was established using the owner's personal fund. In dealing with the fund limitation, the owner paid for all the ingredients purchases at the end of the day (after the selling was made). When the research was conducted, the owner did not plan to incorporate an external investment. The same method was also planned by the business successor, the third generation, when continuing the business. This method allows the second generation to inherit things other than capital, such as furniture, stove, and other cooking utensils.

**Business Dimension.** This business is situated in the stage of expansion and establishment, marked by the production of diverse products and business lines. Nevertheless, we suggest that the company should be more established, with a clearer organizational structure and expansion of market. Such a scheme was stated by the fourth generation in laying out their plans for the company's future. They gained the insight from the experience working in other companies. As for the working performance, the older generation was recorded to be working well, with a slight decline in performance. The younger generation worked very well and were actually ready for inheriting the business in the future.

With distant family members as business competitors, the number of customers of this business has reduced since 2014.

**Table 7** The Swot Analysis of Pajagalan Restaurant

Internal	Strength (S)	Weaknesses (W)
	1. Leadership and ownership is held by the nuclear family members.	1. Leadership succession has not yet taken place.
	2. Comprising three different generations. Third generation is knowledgeable of business. The fourth one works in other companies.	2. Limited personal funds.
		3. Professional company

**Table 7 (Cont.)**

External		
Opportunities (O)	SO Strategy	WO Strategy
1. The quality of the products is well known by the customers.	<ul style="list-style-type: none"> <li>• There has been an attempt to preserve the traditional family's recipe while adding marketing strategy, such as cheaper "family package" (S1-O1)</li> <li>• The fourth generation is directed toward learning about collaborative opportunities (S2-O2)</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership succession should be conducted as soon as possible (W1-O2)</li> <li>• Third generation finds opportunities to work in other workplaces. (W2, -O1)</li> </ul>
2. There has been third party's interest in establishing collaboration		
Threats (T)	ST Strategy	WT Strategy
1. The cost of the ingredients increases	<ul style="list-style-type: none"> <li>• Establishing the brand's bargaining position through online campaigns (S1,2-T1,2)</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing the portion size. (W2-T1)</li> <li>• Hiring freelancer for marketing duty (W3-T2)</li> </ul>
2. The main competitor has expanded the business		

Strategy SO (S1-O1) at Soto Bandung M Tarya Pajagalan is same with strategy SO at Soto Bandung M Tarya Sawah Kurung. They have to defending their recipe and adding some packet like "family packet". But they still have one difference formulation strategy (S2-O2). The formulation is for the fourth generation of Soto Bandung M Tarya Pajagalan. The owner or third generation should to driven the fourth generation to take an extra study, to know more about partnership business. For now, Ani (fourth generation) still on board at another company (non-family business). She has to get an involvement from her current job, especially on partnership and expanding a business. As a successor shall have the ability and willingness. Having the ability measured from: level of education, work experience, the length of time to join in the company, and the age of the successor Marpa, 2012.

Weakness - Opportunity (WO) strategy. At Soto Bandung M Tarya Pajagalan the recommendation formulation strategy is (W1-O2) and (W1,2-O1). First, Action for succession must begin from now step by step. Many parents in family business are not ready to give ownership. In the end, he/she was not able to run a succession process. In the other side, the successor was frustrating to wait Marpa, 2012.

Second, formulation strategy to expand the business in different places is used to searching a new venture capital. For now, the third generations are already having another business (grilled chicken M Tarya) at different place. This kind of food as a secondary product, also have awareness from consumers. So, for two years later, when an ownership and leadership has been transferred to third generations. The third generations are already having a capital venture, from two years selling grilled chicken. And Soto Bandung M Tarya ready to run again. Between private capital and venture capital should be separated in two pockets. Because it has many positive things like; Financial information becomes more clear. So the business and financial strategy are also becoming better. As well as reducing the risk of losing assets at the same time Hisrich *et al.*, 2010.

The strategy for strengths-threats (ST) and weakness-threats (WT) are same. So won't be informed again at this stage. Figure 4 and 5 explain some strategies employed in both companies. Together with the owners, the strategies are analyzed based on the strength, weakness, opportunities and threats found in the business environments. Once the strategies are formulated, the owners then can implement them to improve the business

From the SWOT analysis of the three-dimension family development model, the researcher formulates the findings to develop the key success of small family business. The findings reveal that the success of family business can be gained if the business is run by family members and if the employees are motivated in developing the companies. This is consistent suggestion, that nuclear family ownership can establish a unique management culture, which is effective in improving the quality of the business performance Dhewanto, 2012. This is enabled by the family member's shared ideals and vision. The shared ideals allow them to pursue the business' goals and to sustain the business. The nuclear family management also tends to preserve the confidentiality of the traditional recipe, which thus enables the business to be preferred by their loyal customers for over 50 years.

Despite the nuclear family's dominant control, the second key success is the employees' motivation. Working motivation emerges from the inner self. It is also derived from the shared ideals of the family business. Employee's motivation contributes to the company's success Dhewanto, 2012. In M Tarya companies, the motivation appears in their wish to expand the business. They stated that expansion and formalization of business, such as the establishment of job descriptions, standard of production's operation, and more established investment system will help the companies when recruiting more employees and opening more restaurant outlets.

## CONCLUSION

It can be concluded that the stakeholders of M Tarya Sawah Kurung restaurant include six family members, two of whom are capital owners who actively run the business and four others are employees. This business can be categorized as situated in the training and development stage as the successors have just started to be involved in the business. The development of the capital ownership is controlled by the owner and his wife. As for the stage of the business development, this company is at the stage of expansion and formalization.

Meanwhile, the M Tarya Pajagalan restaurant involves five stakeholders, all of whom are family members. Out of the five, one owner actively runs the company, and the four others are employees. The stage of development of this company is the leadership succession, with the capital ownership belongs to the owner. As for the business development, this company is situated in the stage of expansion and formalization.

SWOT analysis found that the key success for the family business' sustainability involves:

1. The dominant control of the nuclear family members. The control enables the goals of the company – set up by the predecessor -- to be pursued consistently.
2. The employees' strong motivation to develop the companies towards expansion and formalization. Employees' strong motivation and commitment can serve an added

value because it enables them to gradually and flexibly formulate the Standard Operational Procedure (SOP) as well as job description in the management.

The different strategies will be implemented for M Tarya Sawah Kurung and M Tarya Pajagalan.

Strategies for M Tarya Sawah Kurung such as:

1. Sawah Kurung should be open a branch in another area with the joint venture system
2. The next generation is prepared to manage the marketing

Strategies for M Tarya Pajagalan such as:

1. 4th Generation is directed to learn the system of cooperation
2. 3th Gen have to open a business in another place, with different and separated employees and different corporate assets

This research formulates some practical suggestions for business practitioners as follows:

1. Business practitioners need to develop their family business' professionalism through formalizing the system, structure, as well as business expansion.
2. Small business should start to establish Standard Operational Procedure (SOP) or job description in a gradual and flexible manner. The employees' commitment and motivation can serve an added value to the business.

Based on the results of SWOT analysis found was the key to success is the family business should be controlled by the family nucleus. Immediate family members will make every effort to achieve the business goals of its predecessor to continue to survive in other words success. Then, the second key to success is the motivation of employees. Employee motivation are needed to bring the company more advanced and developed. Particularly growing in terms of formality and expansion. By employing three-dimension family business development model and SWOT analysis, this research involves the respondents' participations. This assures the accuracy of the development stage mapping. In addition, the SWOT analysis has complied with the participants' condition. Family business more focus on surviving business than develop a business performance. Further, this research recommends that more varied analysis method should be applied to obtain more diverse findings. A type of the company also can affect the research result.

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