

# Bisnis Keluarga





☞ Terdapat aspek unik atas kompleksitas permasalahan bisnis keluarga



Definisi: as any organization in which more than one member of a family is involved, or any organization that defines itself as a family business.

Westhead and Storey (1997) berpendapat bahwa bisnis keluarga mempunyai setidaknya 3 dari 4 kriteria:

- has undergone an intergenerational transition;
- has more than 50 per cent of the shares held by the family;
- has more than 50 per cent of family members involved in day-to-day management;
- speaks of itself as a family firm.



Barclays Bank in their 2002 report on family businesses say that for a firm to be defined as a true family business, the family should hold a majority of the company's shares, and in the case of a public company, an individual family group must hold at least 25 per cent of the voting shares.



❧ BDO Stoy Hayward similarly highlight ownership, management participation, and longevity in their definition:

- a single family holds more than 50 per cent of the voting shares;
- supplies a significant proportion of the company's senior management, and is effectively controlling the business;
- more than one generation is involved in the business; and most importantly;
- the family regards the business as a family business.

# KEPICIKAN



- ❧ TERJADI ketika tidak mau menempatkan orang luar di posisi puncak
- ❧ Sensitivitas anggota keluarga

# KONFLIK



☞ Hubungan keluarga bisa berdampak efektif atau bahkan sebaliknya

# KOMUNIKASI



- ❧ Bersifat informal
- ❧ Orang luar menjadi tidak sejajar
- ❧ Keputusan diluar kantor



Early experience of enterprise

# Sukses



☞ We would like to think that families are harmonious entities but this is not always true. There can be intergenerational differences in values, aspirations, and opinions as to how the business should be managed.



## Pilihan suksesi

- appoint a family member;
- appoint a caretaker manager;
- appoint a professional manager;
- liquidate the business;
- sell, in whole or in part;
- do nothing.



☞ Keputusan ini diambil, dipengaruhi oleh:

- the availability of suitable family or non-family successors;
- the family's requirements from the business (for example whether funds need to be brought out of the business to support the founder in their retirement);
- the personal and corporate tax implications of the various options;
- the health and size of the business;
- the business environment at the time of succession.



## ☞ Kegagalan suksesi UMKM

- had lifestyle and personal, rather than strategic, goals;
- were performing poorly;
- were dependent upon the owner for day-to-day management;
- had no natural family or internal successor; or
- were ignoring the need to make arrangements for succession.