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Succession Planning in Family Business: A Case Study of PT BBL

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Abstract.
This study aims to analyze the succession planning process in a family business at PT BBL, a company that produces raw materials for animal feed based in Sidoarjo. The transition of leadership from the founding generation to the next generation is a strategic issue that determines the sustainability of the company. Using a qualitative approach with case studies, data were obtained through in-depth interviews with the founder's generation, the second generation, corporate professionals, and family business experts. This study adapts the Seven-Pointed Star model (Rothwell, 2010), which was developed into eight stages, to describe the dynamics of succession that are relevant to the context of *SUCCESSION PLANNING IN FAMILY BUSINESS: A CASE STUDY OF PT BBL*. The results of the study show that PT BBL is still in the early stages of succession planning, with the main challenges including the development of affective commitments, the harmonization of values and expectations between generations, and the improvement of the competency readiness of the next generation. These findings provide theoretical contributions by enriching the study of family business succession in Indonesia, as well as practical implications for designing a succession strategy that is structured, sustainable, and aligned with family values.

Keywords: family business, succession planning, cross-generational leadership, succession stages

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INTRODUCTION

Family businesses play a fundamental role in the global economy and are the backbone of most national economies. The majority of companies worldwide are run by families, and the success of succession processes between generations profoundly influences the sustainability of both national and global economies. However, surprising facts reveal that the failure rate of family businesses during succession is alarmingly high and has become a universal problem faced across countries.

According to a comprehensive study by Pahnke et al. (2024), succession in family businesses remains a major challenge that significantly affects company survival globally. Empirical data highlight an alarming reality: only about 12% of all business owners intending to undergo succession succeed within the next five years. In contrast, 58% of family businesses opt not to change ownership structures, while 31% are forced to close, primarily due to economic difficulties and unpreparedness for leadership transitions.

This situation is further intensified by findings showing that unplanned business successions occur 5.5 times more often than well-planned ones. This indicates that the majority of family businesses worldwide face leadership transitions without adequate preparation, which ultimately contributes to succession failure or suboptimal outcomes.

Additional global statistics reveal that 88% of family businesses do not survive past the third generation (Aladejebi, 2021), underscoring how critical succession challenges are in family enterprises. This phenomenon affects not only developing countries but also developed nations with mature economies and corporate governance systems.

In the Indonesian context, family business dynamics exhibit unique characteristics, as cultural factors, traditional values, and social structures significantly impact the succession process. A study by Dominic Suta (2023) revealed the surprising fact that ninety percent of Indonesian business owners lack adequate knowledge of, or do not implement, strategic succession planning to secure future business sustainability. This illustrates a significant gap between the recognized importance of succession planning and its practical application on the ground.

Research by Ratten et al. (2024) confirms that family businesses in Indonesia often face leadership succession challenges without systematic and structured planning or procedures. The absence of a clear succession framework causes many Indonesian family businesses to fail to progress beyond the first generation (Isnaniati et al., 2019). This condition is compounded by succession dynamics in Southeast Asia, including Indonesia, which are more complex due to religious, cultural, and family structural influences (Sukamdani, 2023).

Basuki and Sutanto (2019), in their research in East Java, found that harmonious relationships among family members constitute a vital factor for successful succession but are often neglected during planning. They emphasize that to avoid conflicts and ensure smooth leadership transitions, open communication strategies and careful, comprehensive planning are essential.

The animal feed industry in Indonesia presents very promising growth potential, making succession planning even more critical. Data from the Ministry of Agriculture of the Republic of Indonesia (2024) show that national animal feed production capacity has steadily increased from 15.89 million tons in 2020 to 17.94 million tons in 2023. This growth trend reflects rising market demand and offers excellent opportunities for companies in this sector to grow sustainably.

In East Java particularly, broiler chicken meat production showed encouraging stability, reaching 552,556.50 tons in 2023 after recovering from the COVID-19 pandemic's impact. This resilience of the livestock sector bodes well for the animal feed industry as a supporting sector. In this context, family businesses engaged in producing animal feed raw materials, such as PT BBL, possess strategic development opportunities and need to prepare competent leadership regeneration to seize the momentum of industrial growth.

Various studies have explored succession dynamics in family businesses from different perspectives. Luong et al. (2024) emphasize that intergenerational knowledge transfer is vital for the long-term sustainability of family enterprises. They identify key drivers such as trust, organizational culture, and value-creation capabilities during succession.

Costa et al. (2022) highlight the increasing significance of professionalization and internationalization of family businesses, especially to meet global market challenges. While professional management can enhance competitiveness, it also risks diluting family values and control, necessitating careful management.

Christina et al. (2021) find that innovation and entrepreneurial proactivity are crucial factors supporting family business success amid dynamic environments, although many family firms' conservative risk attitudes may hinder necessary innovation.

Research by Oury Bailo et al. (2023) on family businesses in Guinea shows that harmonious family relationships substantially influence succession success. When relationships are harmonious and all stakeholders participate in decisions, knowledge transfer flows more smoothly and conflicts lessen.

Coffie et al. (2024) stress the importance of fostering future family business leaders who are performance-oriented and possess a comprehensive business understanding amid increasingly complex competition.

Porfírio et al. (2020) found that formal education of prospective successors positively impacts the transition and post-transition performance of family businesses, demonstrating the importance of investing in next-generation capacity building.

Despite extensive research on family business succession, significant gaps remain, particularly concerning Indonesian family businesses and the animal feed industry. This research presents notable novelties. First, it adapts and develops the Seven-Pointed Star model (Rothwell, 2010) into eight stages customized for Indonesian cultural contexts and the animal feed sector's characteristics.

Second, it offers an in-depth view of succession dynamics amid significant industry growth, where timing and momentum are key success factors. Third, the study integrates a multi-stakeholder perspective, involving founders, successors, internal professionals, and external experts to provide a holistic understanding of the succession process.

Fourth, it explores unique challenges faced by female successors within Indonesian culture, where gender roles and traditions still strongly influence family business leadership dynamics.

This research aims to thoroughly analyze succession planning at PT BBL to ensure its future sustainability. Specifically, it seeks to: (1) identify succession planning stages completed and those needing development, (2) analyze supporting and hindering factors, (3) assess next-generation readiness for leadership, and (4) formulate strategic recommendations to optimize the succession process.

Theoretically, this study is expected to enrich family business succession literature, especially regarding the understudied animal feed industry. It also contributes to developing a contextually relevant succession model for Indonesian family enterprises that considers cultural, social, and economic factors.

Practically, the research significantly aids PT BBL in designing and implementing structured, sustainable succession strategies aligned with family values and modern business demands. The findings can guide overcoming succession challenges and bolster next-generation readiness.

More broadly, this study serves as a valuable reference for other Indonesian family businesses, particularly in animal feed and related sectors, preparing for mature, comprehensive succession. It offers insights into best practices, potential pitfalls, and risk mitigation in family business succession planning.

Moreover, this research has implications for policy development and support programs for Indonesian family businesses. Governments and institutions can leverage these findings to design targeted interventions promoting family business sustainability and growth as critical national economic pillars.

MATERIALS AND METHODS

This study applies a qualitative approach with a case study method to explore the succession planning process at PT BBL. The research population includes all the individuals involved in the process, including founders, potential successors, professionals working in the company, as well as experts in the field of family businesses.

Through purposive sampling techniques, five key informants were selected:

1. VD as President Director/Founding Generation
2. AV as Finance Manager/Second Generation
3. Two professionals in the company (NM and S)
4. One family business expert (TS)

Data was collected by a semi-structured interview method, where questions were compiled to explore the views of each informant. This process is complemented by a documentation analysis that includes a Company Profile and Sales Report to provide a broader context to the interview results.

Data analysis is carried out through the stages of reduction, presentation, and verification of conclusions using NVivo 15 Pro software.

This study adapts the Seven-Pointed Star model (Rothwell, 2010) developed into eight stages of succession planning:

1. Building affective commitment
2. Assessing vision fit
3. Harmonization of succession challenges
4. Assess current job requirements and successors
5. Assessing the performance of successors
6. Assess future job needs and competencies
7. Assessment of potential successors for the future
8. Strengthen leadership readiness

RESULTS AND DISCUSSION

Analysis of Industrial Conditions and Position of PT BBL

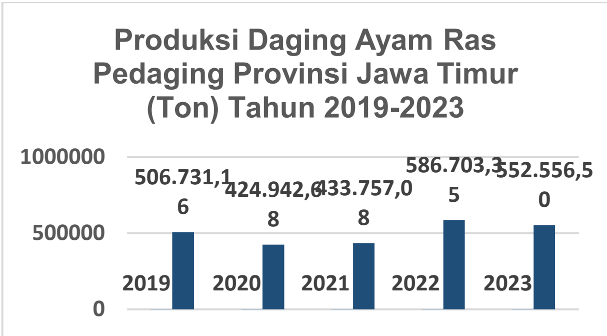
Indonesia's animal feed industry shows a consistent and promising growth trend for the sustainability of PT BBL's business. Empirical data from the Ministry of Agriculture of the Republic of Indonesia (2024) confirms that the national animal feed production capacity has increased steadily from 15.89 million tons in 2020 to 17.94 million tons in 2023, indicating an average annual growth rate of 4.2%.

Table 1. Succession Success in a Family Business in Five Years

Category	Percentage (%)
Successful succession	12%
Keeps running without succession	58%
Closed due to economic problems	31%

Source: Pahnke et al. (2024)

At the regional level in East Java, broiler chicken meat production showed encouraging resilience with production of 552,556.50 tons in 2023, although there had been a significant decline in 2020 due to the impact of the COVID-19 pandemic. This recovery trend peaked in 2022 with a production of 586,703.35 tons, indicating the fundamental stability of the livestock sector that supports the growth of the animal feed industry.



Remarks: ○ = Normal Trend, ● = Impact of COVID-19 (2020), Recovery (2021-2023)

Figure 1. East Java Province Broiler Chicken Production Data (Tons) in 2019-2023

Source: Central Statistics Agency (BPS - Statistics Indonesia) (2024)

Table 2. Development of the Animal Feed Industry in Indonesia in 2020-2023

Year	Production Capacity	Growth Rate (%)
2020	15.89 million tons	-
2021	17.38 million tons	9,38%
2022	17.63 million tons	1,44%
2023	17.94 million tons	1,76%

Source: Ministry of Agriculture of the Republic of Indonesia (2024)

Comprehensive Analysis of Succession Planning Stages at PT BBL

Based on analysis using NVivo 15 Pro software, the study identified an eight-stage succession planning model adapted from the Seven-Pointed Star Model (Rothwell, 2010). Word Frequency Query shows the word "Company" appears with the highest frequency (1.04%), followed by "successor", "alfathania", "family", and "finance", indicating the main focus of succession discussions.

Figure 2. Word Cloud in Interviews

Source: Data processed using NVivo 15 Pro, 2025

Figure 3. Mind Map of Succession Planning Stages at PT BBL

Source: Data processed using NVivo 15 Pro, 2025

Stage 1: Building Affective Commitment

Affective commitment is a fundamental stage in succession planning that involves the emotional and psychological bond between the founding and successor generations to the sustainability of the company. The results of the study show that PT BBL has started this process with the explicit identification of successors by the founding generation.

Mr. VD as the founding generation stated: "planning succession is very important for the relationship to the successor because our age limits, while the continuity of the company must be unlimited." This statement reflects a strategic awareness of business continuity that transcends the biological boundaries of the individual.

The identification of the successor has been definitively carried out with the appointment of Mrs. AV as the main successor: "mainly what we are aiming for is my son, AV, I think it is more suitable as a milestone successor to the company of PT BBL." This identification process is based on long-term observation of second-generation interest and involvement from adolescence.

The second generation's interest in the family business has been consistently observed: "I am interested in continuing this business because it has a good opportunity to develop in the future, because humans definitely need to eat chickens, while chickens definitely need feed" (AV). This analysis demonstrates a strategic understanding of industry fundamentals and market sustainability.

However, the critical aspect that requires attention is the transformation of commitment from the basic commitment level to an effective commitment. According to family business experts (TS): "Commitment alone is not enough as an heir. As an heir, it is not just a commitment, but there is trust. Trust and commitment... The highest level of commitment is called effective commitment."

Effective Commitment Formula in Succession:

Effective Commitment = Basic Commitment + Trust from Predecessor + Capability Recognition

The formal documentation aspect shows a significant gap. There is currently no legally binding written commitment: "there is no formal agreement yet but it will need to be made so that all parties are clear and fair" (VD). This is in line with the professional finding that "written agreements are important to avoid conflict, provide clear responsibilities, and create professionalism" (NM).

Stage 2: Assessing Vision Fit

Vision fit analysis reveals an encouraging alignment between the founding and successor generations, with a sense of constructive innovation. The founding generation admits: "The vision and mission have the same making PT BBL an independent and sustainable company, it's just that he brings a new spirit in technology and digital marketing."

The second generation confirms the alignment while introducing a contemporary perspective: "father's vision from the beginning has been strong and clear in building an independent and sustainable agriculture and livestock-based enterprise... However, it is necessary to adjust to economic conditions and competition with current competitors."

The innovative aspects brought by the second generation include: (1) the implementation of machine technology to increase production capacity, (2) the development of online marketing for market reach expansion, and (3) the modernization of operational systems towards digitalization. The internal professional confirmed: "he has aligned himself with the company's vision and mission... trying to bring a more modern approach towards digitalization" (NM).

The perspective of the family business expert provides fundamental insights that "the vision belongs to the next generation" because they will be operating the company in the next 10-20 years with a more relevant understanding of technology and market dynamics.

Stage 3: Harmonization of Succession Challenges

The succession process at PT BBL faces complex challenges that require strategic harmonization. The analysis identified four main categories of challenges:

1. **Structural Dependence on the Founding Generation** The current leadership system is still centralized with high dependency on the founder. Internal professionals (NM) explained: "the company is in a state of conventional leadership that is on the one hand... Each team is hesitant to take the initiative without the approval of the director."

   Systemic impacts include: (1) bottlenecks in the decision making process, (2) reduced creativity and innovation from the team, (3) extended timeline for project completion, and (4) limited development of independent leadership capabilities in the second generation.
2. **Intergenerational Perspectives** Differences in views between generations appear regularly, especially in the aspects of technological adoption and modernization approaches. The second generation admits: "I often have different views with my father, especially about the development of work systems and the use of technology."

   However, the conflict resolution mechanism shows maturity: "we try to value his experience" and from the founder's side: "I try to listen to his opinion and am happy if he has fresh ideas."
3. **Work-Life Balance Challenges** The second generation faces the complexity of role management as a young mother with two toddlers: "my personal challenge is dividing time between family and company... Sometimes I steal time from the office or monitor from home on my mobile phone."

   Adaptasi strategis dilakukan melalui: (1) flexible working arrangements, (2) technology-enabled remote monitoring, (3) scheduled involvement pattern, dan (4) family-business integration approach.
4. **Gender Stereotype Navigation** Despite facing social expectations related to female leadership, the founding generation showed a progressive stance: "men and

women can be leaders alike, as long as they are willing to learn and show responsibility."

Stage 4: Assess Current Job Requirements and Successors

An evaluation of the current state shows that the second generation has occupied a strategic position as a financial manager, but in an informal framework without adequate structural documentation.

1. **Current Role Assignment** Financial positions are selected based on strategic importance and trust factors: "the financial part of the trust is due to trust... is very important because without finances everything can be stagnant" (VD). The scope of responsibility includes: (1) financial reporting review, (2) payment processing for raw materials, (3) accounts receivable monitoring, and (4) invoice management.
2. **Organizational Structure Gap** Analysis reveals the absence of formal organizational structure resulting in: (1) unclear reporting lines, (2) overlapping responsibilities, (3) ambiguous authority delegation, and (4) reduced organizational clarity for employees.
   Internal professionals emphasize: "there is no official organizational structure yet... clarity of organizational structure is very important so that there is no overlapping of roles and employees know what the coordination is like" (NM).
3. **Competency Requirements** Generasi pendiri mengidentifikasi key competencies: (1) strategic thinking ability, (2) effective communication dengan stakeholders, (3) comprehensive operational understanding, (4) leadership capabilities, dan (5) technology adaptation skills.
   Professional perspectives added: (1) commitment and consistency, (2) adaptive capability for business dynamics, (3) continuous learning orientation, and (4) high integrity as a role model.

Stage 5: Assessing the Successor's Performance

The current performance evaluation system is still informal and subjective, with no standardized metrics or formal KPI framework.

1. **Current Performance Assessment** The founding generation conducts evaluations based on: "involvement, initiative, and results of daily work... he is quite serious and active in the financial sector even though he is not very mature" (VD).
   Professional assessment confirms competency in financial management: "financial management and financial analysis are quite good... everything runs smoothly from purchasing, payment, governance, invoicing" (NM).
2. **Absence of Formal KPI System** Critical gap identified in performance measurement: "to be honest, there is still no formal KPI... in the future, it is

necessary to develop clearer work indicators so that he can develop professionally" (VD).

Professional perspectives emphasizes: "KPIs are objective, they can be raised, they can be used as benchmarks... if we don't exist at the moment, it's still subjective" (NM).

3. **External Evaluation Needs** All stakeholders recognize the importance of third-party assessments: "it is necessary with the help of professionals... evaluation can be more objective and successors get richer feedback" (VD).

Stage 6: Assessing Future Job Needs and Competencies

Future leadership requirements menunjukkan scope expansion dari current financial focus menuju comprehensive organizational leadership.

1. **Progressive Role Expansion** Planned transition pathway: "the leadership of the company as a whole... starting from the finance division gradually to marketing, general managerial, and production" (VD).
2. **Future Competency Matrix** Comprehensive skill requirements meliputi:
    - **Strategic Leadership**: decision making capability, vision articulation, strategic planning
    - **Operational Excellence**: production understanding, supply chain management, quality control
    - **Stakeholder Management**: customer relations, supplier partnerships, internal team coordination
    - **Technology Integration**: digital transformation, automation implementation, data-driven decisions
    - **Innovation Management**: product development, market expansion, competitive differentiation
3. **Successor's Development Aspirations** The second generation articulates development goals: "a deeper understanding of production, operations, HR management, marketing strategies... Getting to know people from other feed mills for networking."

Stage 7: Assessment of Potential Successors for the Future

Future potential assessment uses multiple perspective evaluation from the founding generation, professionals, and self-assessment from successors.

1. **Leadership Potential Indicators** The founding generation identifies progressive development: "from the managerial and leadership sides... Have studied diligently, updated on technology... quite organized in the financial field."

Historical leadership experience becomes a foundation: previous café business ownership shows that "it is not easy to give up, have solutions to the problems faced... have the potential to be a leader" (S).

2. **Competency Gap Analysis** The self-assessment of the successor shows a realistic perspective: "I still have a lot to learn to be able to become a competent leader... still learning good communication and daring to face obstacles."
3. **Owner Mentality Development** Family business experts emphasize the fundamental shift: "not as a worker but as an owner... If you want to know everything, you have to know everything. expecting his child to be the owner, not the worker."

Stage 8: Strengthening Leadership Readiness

Leadership development initiatives are currently predominantly informal with heavy reliance on direct mentoring from founders.

1. **Current Development Approach** Informal mentoring is the primary method: "informally it has been running... discussions, given certain tasks, even heavy ones such as billing he is also involved in" (VD).
   Hands-on experience strategy: "stay with us... discuss, provide real challenges in projects, give trust... If it is wrong, it does not immediately blame but gives directions."
2. **Formal Training Program Gap** Significant absence of structured development programs: "formally it is still not yet... Ahead needs to be planned... a combination of internal mentoring and external learning such as training or lectures" (VD).
3. **Tacit Knowledge Transfer** Family business experts emphasize the value of experiential learning: "a family company is a set of knowledge from parents... Tacit knowledge gained from the experience of falling up... the most precious inheritance that makes the child not need an inheritance."

Table 3. Comprehensive Conditions of Succession Planning Stages at PT BBL

Stages	Current Status	Maturity Level	Key Challenges	Priority Actions
Affective Commitment	Initiated	40%	Documentation, Effective Commitment	Formal Agreement, Trust Building
Vision Fit	Aligned	75%	Technology Integration	Innovation Framework
Harmonization of Challenges	Managing	60%	Dependency, Work-Life Balance	Delegation, Flexibility
Job Requirements	Informal	35%	Structure, Job Description	Organizational Design

Stages	Current Status	Maturity Level	Key Challenges	Priority Actions
Performance Appraisal	Subjective	25%	KPI, Objectivity	Performance System
Future Needs	Planned	50%	Competency Standards	Skill Development
Potential Successors	Positive	65%	Formal Assessment	Evaluation Framework
Leadership Readiness	Informal	45%	Structured Programs	Training Design

Analysis of Determinants of Succession Success

Based on triangulation of data from multiple stakeholders, the study identified eight critical factors that determine the success of the succession process at PT BBL. The analysis shows that inter-generational trust building is the main factor with a high trust coefficient, where the founding generation provides a strategic position (financial management) to the successor as an indication of confidence in capability and integrity. Communication effectiveness shows maturity despite occasional conflicts, with a good conflict resolution mechanism through open dialogue and mutual respect for different perspectives. Flexible work system adaptation reflects organizational adaptability to the successor's life circumstances as a young mother, which indicates positive family-business integration. Knowledge transfer continuity runs through an informal mentoring system that facilitates the transfer of experiential knowledge, although it requires supplementation with formal learning programs. Technology integration capability can be seen from the contribution of the second generation which brings a complementary digital transformation perspective to traditional business foundations. Stakeholder acceptance shows positive results with professional employees who give a positive reception to the successor, which is critical for organizational acceptance. Industry growth momentum provides favorable conditions that create a conducive environment for succession implementation without economic pressure. Finally, gender inclusion leadership shows the progressive stance of the founding generation towards female leadership that eliminates potential gender-based barriers in the succession process.

CONCLUSION

This research reveals that PT BBL has initiated the succession planning process but remains in the early stages, needing improvement in key areas such as formalizing structures, establishing evaluation systems, and implementing development programs. While the vision and commitment between the founding and second generations are aligned, challenges persist and are being addressed through open communication and flexible work practices. The second generation demonstrates promising leadership potential but requires further competency development via structured training. Informal mentoring has facilitated effective knowledge transfer, though it should be supplemented with formal documentation. To ensure long-term family business sustainability, PT BBL should focus on creating a structured succession plan inclusive of formal documentation, a clear organizational hierarchy, objective performance evaluations, and comprehensive leadership development. Future research could explore the impact of implementing these structured systems on succession success and business performance over time, as well as examine gender-specific challenges in leadership transitions within similar family business contexts.

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