

ABSTRACT

Family businesses play an important role in the economy, yet their sustainability often faces challenges arising from market changes, competitive pressure, the need for innovation, and intergenerational leadership transition. This study aims to analyze the business strategy and family strategy implemented by UD Subur Jaya, identify the challenges in aligning both strategies, and evaluate the application of the Family and Business Strategy step within the Parallel Planning Process (PPP) framework to support the sustainability of the family business.

This research employed a qualitative approach with a case study method at UD Subur Jaya, a family-owned rice milling business located in Demak Regency, Central Java. Data were collected through semi-structured interviews, documentation, and literature study. The research informants consisted of the founder, the second generation, family members involved in the business, and employees who understand the company's operational activities. Data analysis was conducted through data reduction, data display, and conclusion drawing, while data credibility was strengthened through member checking.

The findings show that UD Subur Jaya's business strategy reflects different approaches between generations. The first generation tends to rely on experience, customer and supplier relationships, cost efficiency, and direct supervision of daily operations. In contrast, the second generation emphasizes machine renewal, product quality improvement, task delegation, pemasaran and customer relationship management, and a more structured work system. The family strategy is reflected in the involvement of family members in the business, the division of roles between the first and second generations, gradual leadership transition, and efforts to maintain communication and family harmony. The alignment between business strategy and family strategy has been formed through a shared goal of maintaining and developing the business. However, this alignment still faces several challenges, including differences in intergenerational perspectives, different perceptions of investment risk, quality standards, and decision-making patterns.

This study concludes that the sustainability of UD Subur Jaya is not only determined by its ability to renew its business strategy, but also by the family's ability to align values, roles, communication, and strategic decisions across generations. Therefore, this study recommends strengthening family and business communication forums, clarifying roles and authority, standardizing product quality between business units, planning gradual technology investment, developing the next generation, and strengthening administrative, financial, and supervisory systems.

Keywords: Family Business, Business Sustainability, Business Strategy, Family Strategy, Parallel Planning Process