

ABSTRACT

The Family Firm Institute has a conclusion that business owners want to see their business transferred to the next generation, it is estimated that 70% will not last until the 2nd generation and 90% will not reach the 3rd generation (Grant, 2011). Many family companies have difficulty passing through 3 (three) generations (Widyasmoro, 2008). So succession in companies or businesses that determine a very strategic position, specifically in supporting the sustainability of the company's business (Sentot, 2009). This succession process does not only occur and occur in large category companies, but including can also occur in the MSME sector one of the Trusmi Batik Centers in Cirebon. Hundreds of batik entrepreneurs in batik centers have survived from generation to generation and some even up to the eighth generation.

This research was conducted using a qualitative approach and case study method. The main instrument is to use interviews directly with the owner or other parties who support the research. Informants involved from 4 (four) batik entrepreneurs namely: Batik Ninik Ichsan, Batik Katura, Batik Trusmi, and Traditional EB Batik. Interviews were conducted with guidelines containing 50 research questions divided into 7 (seven) categories of questions according to the indicators studied, namely succession planning, selection of successors, mentoring, leadership, values and culture, external learning and coupled with relationship factors and conflict management.

Research results show that all batik entrepreneurs in this study did not have written or unwritten plans. Some of the children of batik entrepreneurs have been involved since childhood. Even in the batik center, there was no successor selection process because all the children of batik entrepreneurs will continue their parents' business fields by opening new businesses (except for EB batik). With that, the possibility of conflict is very minimal. Then the mentoring process did not occur partly when they had opened a business but when they were involved since they were still in schools such as Batik Ninik and Batik Katura, while in Batik Trusmi and EB chose mentoring when starting a business because they were not involved as a child. There is no batik entrepreneur who gets lessons from outside about batik because of knowledge that is difficult to learn in a short time except the business process. The ownership of connected values makes business continuity longer, one of which is the responsibility to preserve. A single leadership process occurred at Batik Ninik and Katura while the lead distribution process was carried out at Batik Trusmi and EB.

From this case study it can be concluded that the pattern of succession at the Trusmi Batik center has a number of differences, among others, because it occurs in the batik environment. The process of success is strong with values so that naturally the responsibility in making batik takes place for generations.

Keywords: *Business Succession, Family Firm, Trusmi Batik Centers.*