**Family Business Evidence from Countries of Two Continents:   
Survival Strategy of Coronavirus Pandemic.**

Dorothy Rouly Haratua Pandjaitan

Mnaagement Department, Faculty Economics and Business, Lampung University

Email: [dorothy.rouly@feb.unila.ac.id](mailto:dorothy.rouly@feb.unila.ac.id), dorothy.rouly81@gmail.com

**ABSTRACT**

The COVID-19 pandemic is forcing many businesses to close their businesses, driving major changes in various industry sectors, for example retailers and brands face various short-term challenges related to health and safety, supply chain, workforce, cash flow, consumer demand, sales and marketing. In fact, several other types of business fields, such as tourism and hospitality, were affected so much that they were almost completely paralyzed. Start-up companies also have to adapt by not recruiting. This condition also impacting family business. Family business is a form of business whose ownership and management are mostly managed by the family or descendants of the family. This paper talking about survival strategy from Family Business during Coronavirus Pandemic from Countries of Two Continents. This article finds out that the COVID-19 pandemic has made all companies move to activate various innovations, both in terms of digital services and direct services.

Keywords: Survival Strategy, Family Business, Pandemic, Covid-19

**INTRoDUCTION**

At the beginning of 2020, the public was shocked by the emergence of the corona virus that originated from Wuhan. This virus then began to spread to various countries, including Indonesia. President Joko Widodo said that the first cases were found to be two positive people for the SARS Cov-2 or COVID-19 virus on March 2, 2020 in Depok. Positive cases in Indonesia then began to be detected in various other cities. Along with the determination of the status of a pandemic by VWHO on March 12, 2020, various countries in the world began to implement lockdowns to break the chain of virus spread.

Family business is a form of business whose ownership and management are mostly managed by the family or descendants of the family. In a family business, the direction and policies of a company will be significantly influenced by one or more family units. This influence can occur through ownership and often through the participation of family members in management [1]. [2] describes in more detail the definition of a family business as a combination of ownership and management, namely (1) owned and managed by the family, (2) owned by the family but not self-managed by the family, and (3) managed by the family but not owned by the family.

Family business is a phenomenon in itself in the business world. According to [3] in addition to the very large number, family companies also have a significant contribution to state revenue. The establishment of a family company will be faced with conflicts that arise from problems with the management system and the family system. However, when the family company system is implemented properly, the family company can achieve its goals and the sustainability of the company. According to [4] surviving in a constantly changing environment is one of the challenges for the longevity of family companies.

In establishing a family company, entrepreneurs often consider establishing a subsidiary, one of which is in the food and beverage industry. This consideration is because entrepreneurs see a large and continuous market potential opportunity. Food is a basic need that must be met by humans. This shows that every day people must eat and finish food at that time and the incident repeats itself. Repeated consumption is a large market potential so that it creates extraordinary demand.

The three main issues that often arise in family businesses are leadership, ownership, and management principles, both in the first generation and the next generation [5]. The COVID-19 pandemic is forcing many businesses to close their businesses, driving major changes in various industry sectors, for example retailers and brands face various short-term challenges related to health and safety, supply chain, workforce, cash flow, consumer demand, sales and marketing [6]. In fact, several other types of business fields, such as tourism and hospitality, were affected so much that they were almost completely paralyzed. Start-up companies also have to adapt by not recruiting. However, at the same time, online-related businesses such as online entertainment services, online communication services, and marketplaces have experienced significant growth.

However, today sectors around the world are undergoing significant changes due to the COVID-19 pandemic. The COVID-19 pandemic has led to lockdowns that abruptly shut down core businesses and caused a worldwide recession and created weakness in the global food system. The rapid spread of COVID-19 has prompted the government to make various efforts to contain the spread of COVID-19, one of these efforts is the stipulation of COVID-19 as a non-natural national disaster through Presidential Decree 12 of 2020.

According to [7] managing corporate crises emerging from global health pandemics is more complicated than managing crises stemming from traditional financial crises or local pandemic crises, because global pandemics are of the rarest type in human history. Estimated smooth transition for the food and beverage industry; agriculture is the most worrying thing. As COVID-19 shuts down some core services (such as airlines, food services, supply chains, and export and import markets), there is a huge shortage of critical information to inform priority decision making for enterprises where this uncertainty is likely to be negative impact [8]–[11].

**LITERATURE REVIEW**

Marketing is an activity carried out by companies or individuals to introduce goods or services using various media such as newspaper advertisements, magazines, tabloids, brochures, internet, etc. and services can be purchased by consumers. According to [12], marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating, offering and exchanging products of value to others. [13] defines marketing as a total system of business activities designed to plan, determine prices, promote and distribute want-satisfying goods and services to both current and potential consumers.

Family business or family business has an important role in supporting the economy of a country. But in the family business itself, of course, there are challenges to maintain the survival of the company in the long term. According to [14], a family company is a company owned by family, whether from the perspective of the percentage of share ownership, strategic directive control over the company, the founder or acquirer of the company, family members involved in the company from one generation or more, or even the company's broad view of the basic objectives of the family. Family business is a phenomenon in itself in the business world. According to [3] in addition to the very large number, family companies also have a significant contribution to state revenue. The establishment of a family company will be faced with conflicts that arise from problems with the management system and the family system. However, when the family company system is implemented properly, the family company can achieve its goals and the sustainability of the company. According to [4] surviving in a constantly changing environment is one of the challenges for the longevity of family companies. In setting up a family company, entrepreneurs often considering establishing a subsidiary, one of which is in the food and beverage industry. This consideration is because entrepreneurs see a large and continuous market potential opportunity. Food is a basic need that must be met by humans. This shows that every day people must eat and finish food that time and it happened again and again. Repeated consumption is a large market potential so that it creates extraordinary demand.

**METHOD**

This type of research is study literatures, which is a series of studies related to library data collection methods, or research whose research objects are explored through various library information (books, encyclopaedias, scientific journals, newspapers, magazines, and documents). Literature research or literature review is research that examines or critically reviews knowledge, ideas, or findings contained in the body of academic-oriented literature, as well as formulating theoretical and methodological contributions to certain topics. The focus of library research is to find various theories, laws, propositions, principles, or ideas that are used to analyse and solve formulated research questions. The nature of this research is descriptive analysis, namely the regular breakdown of the data that has been obtained, then understanding and explanation are given so that it can be understood well by the reader.

**DISCUSSION**

***Survivability of Family Business***

Throughout the general point of view, the company always carries out a marketing strategy so that the program can still be accepted by the community. For example, PT Bakrie Telecom Tbk implements flexibility in adding service features for corporate customers for Call Center services, the Company also continues to develop IT Solution Services, among others by developing CCTV ATM monitoring technology together with the company's technology partners who are in the pre-implementation stage in two A leading bank, managing Digital Terrestrial Broadcasting Infrastructure in the TV broadcasting industry whose existence is a necessity in the transition of broadcasting to the digital era. To maintain the performance of its business activities, Bakrie Telecom prioritizes all efforts to meet operational needs so that it is ready to rise after the pandemic period is over.

According to [15] the pandemic has a significant impact on social life, consumption patterns, and the global economy. Consumption practices have shifted in new and unexpected ways, for example, widespread panic buying and consumption shifts. In this context, Indofood Companies are affected. Food and beverage producers belonging to the Salim Group, PT Indofood Sukses Makmur Tbk (INDF) and PT Indofood CBP Sukses Makmur Tbk (ICBP) have a number of strategies to maximize sales during the pandemic. The trick is to intensify promotions and sales through digital media, releasing a number of new products to online game applications. Director of Indofood CBP Salim Group's food and beverage producer, PT Indofood Sukses Makmur Tbk (INDF) has a number of strategies to maximize sales during the pandemic. The trick is to intensify promotions and sales through digital media, releasing a number of new products to online game applications.

For the context of Supermarket Industry, one way to survive in the midst of the Covid-19 pandemic is to launch the Matahari Official Shop, which is an exclusive collaboration with one of the e-commerce companies that has a customer reach throughout Indonesia, namely Shopee. increased resources to service demand through its online store, Matahari.com, which has increased during this pandemic. In addition, the company also provides shop and talk services, which is the company's social commercial initiative, investing in relevant channels others, as well as reopening outlets in non-PSBB areas by prioritizing the safety of customers and employees.

At the beginning of 2020, the world, including Indonesia, is being hit by a wave major form of the Coronavirus disease (COVID-19) pandemic. However, Astra trying to adapt to the circumstances according to the foundation of running his business. Astra implemented several strategies to maintain business, namely Daihatsu launched New Ayla and New Sirion for millennials. In the midst of various challenges that have hit since the beginning of 2020, Daihatsu remains committed to launching its new product, namely New Astra Daihatsu Ayla and the New Daihatsu Sirion. In addition, Astra also supports the appeal #stayathome through the mobile service program, BMW Astra inaugurate the service mobile service that makes it easy for customers to perform maintenance his car anytime and anywhere, on March 17, 2020.

Furthermore, PT. HM Sampoerna continued to innovate related to technology in the cigarette industry and later gave birth to the first Machine-made Kretek Cigarette (SKM) product in Indonesia under the Sampoerna A brand. investment and expansion. The latest innovation made by PT. HM. Sampoerna is to establish IQOS Club Indonesia in March 2019 as a limited market test platform to study the market potential and behavior of adult smokers towards IQOS (e-cigarettes) in Indonesia. Currently, in 2021, IQOS is still the largest e-cigarette player in Indonesia.

Based on the description above, it can be understood that PT Gudang Garam, tbk did experience a decline in turnover, but in the following semester, the income at PT Gudang Garam, tbk again got a breath of fresh air. This cannot be separated from the attention and understanding embedded in PT Gudang Garam, tbk. Attention Process, is the process of how a consumer chooses from a large set of information and ignores other information. Once consumers are exposed to marketing information, either by accident or through their own intentional behavior, the process of interpreting attention and understanding begins. In this section, we discuss attention, attention levels, and factors influencing attention, and describe some of the marketing strategies that can influence consumer attention. Attention, i.e. Generating customer attention means that a message must be able to generate attention both in the form and the media delivered.

In addition, on the understanding side, PT Gudang Garam uses the Knowledge in Memory strategy. The ability of consumers to understand marketing information is largely determined by their knowledge in memory. The specific knowledge, meanings, and beliefs that are activated in a given situation of understanding determine the degree to which intelligible meaning is produced. Marketing researchers often discuss consumer knowledge in terms of expertise or familiarity.

**CONCLUSION**

Family business (family business) is a separate phenomenon in Indonesia in the business world. The establishment of a family company will be faced with conflict arising from problems with the management system and family system. However, currently, both family business and all sectors are The whole world is undergoing changes due to the COVID-19 pandemic. The COVID-19 pandemic has caused the lockdown to suddenly close core business and caused a worldwide recession and caused weaknesses in the global food system.

The COVID-19 pandemic has made all companies move to activate various innovations, both in terms of digital services and direct services. The thing that needs to be learned is adaptive values to various issues that exist during this COVID-19 Pandemic.

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