

STRATEGIC DECISION MAKING FOR FAMILY BUSINESS'S SURVIVABILITY; CASE OF CV KARYA AGUNG

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Abstract- *Most businesses have a common goal, which is to maximize shareholder wealth. The profit earned by the company will surely increase the shareholder wealth. As a service business which rely on government projects, the orders from the government will continue to decrease with the uncertainty about the number and value of projects to be implemented by the government and the emergence of new competitors. For that reasons, business strategy is necessary for the family business like the object of this study, CV Karya Agung to survive in the competition. This research is intended to provide recommendations in the best business strategy for the business's survivability and development of the business. This study began in October 2014 until June 2015. Data collection is done by interview periodically with some key staff in the CV. Karya Agung. From the interview, the obtained data is used to perform business strategy formulation and the data about estimation amount of investment and the estimated profit from each alternatives is used to choose which alternatives is the best using decision tree tools. In the end the output of decision tree is tested by sensitivity analysis how sensitive is the chosen alternative. The results from this research is alternative about expanding business area to Malang city by renting the office. Compared with other alternatives in the given limit time of 1-year period, the other formulated alternatives could not provide more profit than expansion to Malang with renting the office alternatives. In conclusion, researcher provided recommendations for CV Karya Agung to do the expand business operations in Malang area by renting the office in order to obtain more business opportunities and more profits so that their business can survive in the competition.*

Keywords: Family Business, Decision Making, Business Strategy, Consultant of Construction, Survivability

Introduction

The biggest difference between a family business with other businesses is the ownership of the shares within the company. Even with the company has been offered to public, if majority of shares still are held by a family, the business still can be called a family business. Mostly, family businesses today are not released in public through *Initial Public Offering*. Some of the family businesses which already released to public usually have been handled by second or more generations and their businesses have been doing relatively well and stable. Not all family businesses are small businesses. However, most of businesses started as a family business. If seen from the deployment side, South East Asian region is a region where most family businesses located with the amount of 60% of the family businesses registered. For Indonesia itself, it has a fantastic figure estimated around 95% of the companies are family businesses (PwC Indonesia, 2014). In Asia, total cumulative profit grew by 261% over the decade from 2000 to 2010 (Zhang, 2011). Thus the family businesses can be said to be an important pillar for the economy in Asia.

The first-generation family business may able to survive. However, according to the statistics, only 10% of family businesses are able to reach the second generation and only 5% to the third generation (Poza, 2010). The data was obtained in regional Europe and America. As in Indonesia, the survival rate is 5% until 4th generation (Adaire, 2013). The main reason of this is because of poor planning in the decision

making of the company. In Indonesia, there were many family businesses which were no longer running even before the end of the first generation. This was caused by lack of creativity and innovation in the business which lead to bad decision making process. New businesses which common people create mostly are culinary or fashion businesses. Those kinds of family businesses usually have no added value compared to the existing businesses which already sustained. In the end, they could not compete with existing businesses. Not all family businesses are the same. Although most family businesses started for similar reasons, they will evolve differently depending on the ownership style of each family. The ownership style is the main reason there were differences in family businesses. The style is divided in 2 things, the sole practitioner and associated partners (Bernard, 2014).

Decision making in every business is mainly chosen by its greatest power in the business. In regards of family business, the one who makes the decision is the family who owned the business. The decision making progress will be so simple if the family business type is sole practitioner. There will be only 1 people who decide what he or she wants to do with the business without other's opinion. For associated partners, the founders need to do meeting to meet their agreement in making the decision for the business they own. CV Karya Agung is small enterprise family which has been running over 15 years and specializes in the consulting of construction. Born out of an idea from one person as founder making it, it's a sole practitioner type of family business established on 26 May 1999 in a town of east java called Pasuruan.

For the last 7 years of their business, they starting to decline after 2010. In the year of 2010, CV Karya Agung can be stated that they had reached the top maturity stage in their life cycle. The problem was the 2011-2013 values were continuously decrease in high speed. However, in 2014 they already get on their feet with increase in their project value from 2013-2014. Competitiveness is the essence for a corporate to stay exist in business world. To be more competitive, CV karya Agung needs to meet the quality standards as in the definition of competitiveness by creating competitive advantage with the others competitor. Thus, to stay competitive and survive in the competition, factors that affect business need to be analyzed to create competitive advantages and business's strategy. Then continue to formulate the alternatives based on factors that influence the corporate. By considering corporate's goal and the variable, the available alternative can be analyzed in decision tree.

Literature Review

Family Business

Family business is business which owned by one or more family in which the decision-making is influenced by multiple generations of a family—related by blood or marriage—who are closely identified with the firm through leadership or ownership. Owner-manager entrepreneurial firms are not considered to be family businesses because they lack the multigenerational dimension and family influences that creates the unique dynamics and relationships of family businesses. Someone who owns a family business probably worried even more than the average entrepreneur about ensuring that your company not only survives, but also thrives to nurture to the next generation. (Vries, 1996).

Business Strategy

Business strategy itself is an art, science and craft of formulating, implementing and evaluating decision in functional system in order to achieve company's set of long-term goals. Strategy is management's game plan for strengthening the performance of the enterprise. It states how business should be conduct to achieve the desired goals. Without a strategy, management has no road map to guide them. (Wheelend & Hunger, 2012)

In creating a strategy based on strategic management system, company should decide first what function they want to create the strategy then scanning the environment. They are in to decide factors which define their strategy formulation. Second is strategy formulation, from the factors in scanning the environment. Company should create the alternatives what should they do seeing the current environmental situation they are in. Choosing the best alternative and then implementing the chosen strategy with control is the main part. In the end of evaluation, chosen strategy is needed to make decision to continue current strategy or create something new. There are some strategies design which created as tools to simplify people to create their own strategy like Porter's generic strategies, directional strategies, and functional strategies.

Competitive Advantage

Each company has its uniqueness depends on the owner's branding on their business. This uniqueness will attract the customers to go to their products and services instead to go to their competitors. In simple, a certain aspect to outcome the competitors. In creating competitive advantage, the greatest factor is its resources and abilities. Competitive advantage is a strength and an important part to create strategy for the business. The competitive advantage is usually used as a base for creating business strategy. Say that a certain business can produce their products at efficient cost making, they able to sell their product at lower cost amongst their competitors and can create business strategy with focusing on cost leadership.

Environmental Scanning

Environmental scanning can be defined as the study and interpretation of the political, economic, social and technological events and trends which influence a business, an industry or even a total market. There are 2 types of environmental scanning, external and internal. The factors which is needed to be considered for environmental scanning are events, trends, issues and expectations of the different interest groups. Issues are often forerunners of trend breaks. A trend break could be a value shift in society, a technological innovation that might be permanent or a paradigm change. Issues are less deep-seated and can be a temporary short-lived reaction to a social phenomenon. For environmental scanning the best approach is with PESTEL analysis which stand for Politics, Economic, Social, Technology, Environmental and Legal (Wheeland & Hunger, 2012).

Strategy Formulation

Strategy formulation is the process of establishing the organization's mission, objectives, and choosing among alternative strategies. Sometimes strategy formulation is called "*strategic planning*." Strategy formulation requires a series of steps performed in sequential order. The steps must be taken in order because they build upon one another. However, there are two processes that are continually performed throughout strategy formulation: environmental scanning and continuous implementation.

Environmental scanning is simply the process of paying attention to the external environment for factors that may affect your organization's performance, which need to be addressed in the strategy formulation process. For example, you will pay attention to what your competition is doing and make adjustments to your strategic plan as necessary throughout the process. Continuous implementation is simply implementing parts of the strategy that must be implemented in order for the next step of the strategy formulation process to be undertaken.

Decision Analysis

A decision tree is a decision making support tool that figured as tree with branches or model of decisions and their possible consequences. Each branch represent chance event outcomes, resource costs, and utility. Decision trees are commonly used in operations research, specifically in decision analysis, to help identify a strategy most likely to reach a goal (Quinlan, 1987).

For most case, each branch of decision tree is filled with money as the variable. In this research, profit is used to determine which alternative is the best. In decision tree case, the calculation is called EMV (expected monetary value). The EMV calculated in this research is using equivalence of money. Equivalence is need to do because people can not compare directly the value of money from present and future. Besides present and future, there's also annual value of money. In finance, there is equation to makes the present, annual or future value at a same value timeline.

However, the decision tree is ignoring the uncertainties in the probability of choices. Thus the decision test is needed to search the critical value of each alternative. In order to identifying the critical value of the best choices of alternatives, sensitivity analysis is conducted. Sensitivity analysis is a technique to determine how different independent variable value will impacting dependent variable with some assumption using "what-if" theory (Investopedia). Sensitivity analysis can also stated as the study of how the uncertainty in the output of a mathematical model or system (numerical or otherwise) can be apportioned to different sources of uncertainty in its inputs (Saltelli, et al., 2008).

Methodology

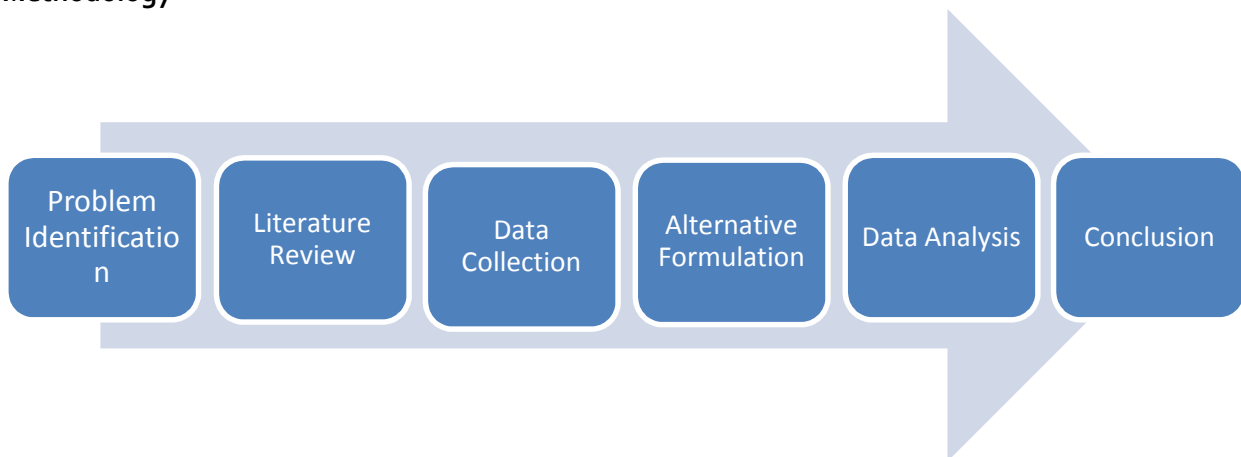


Figure 1. Methodology Chart

Problem Identification: Identificating and formulating the problem that occurred in the company.

Literature Review :Explaining which theory used to process the data and reaching the main purposes in this research, also how to answer the research question.

Data Collection: Gathering data using interview method with main staff of the company.

Alternative Formulation : Formulating the business's strategy as a alternative for recommendation.

Data Analysis : Inputing alternative's data to decision tree tools and sensit tools.

Conclusion : Answering the research questions, show the result of research objective, and giving recommendation.

The interview and discussion is researcher way to get the data. The interview was done in 3 parts. The first part was interview about company's current condition. The second was discussing with the founder of the business about formulating the business strategy and the last was to discuss about estimation of the assumption and review the historical value of business's project to forecasting upcoming net value generated by each strategy and use it in analysis with decision tree. As a sole practitioner family business, the researcher only interview and discuss with Mr Agung as the founder of the business in decision making progress, but interviewing another main staff still need to do for environmental analysis aspect.

Before begin to do strategy formulation, must analyze the external environment to identify possible opportunities and threats and corporate internal environment to identify strength and weakness of the

corporate. The environmental analysis is monitoring, evaluation, and dissemination of information from the external and internal environments to key people within the corporation.

The result of environment scanning results in 2 table called IFAS and EFAS. The factors which generated in IFAS and EFAS needs to be compiled as one to generate possible strategies. The combination of IFAS and EFAS is Strategic Factors Analysis Summary (SFAS). The merging of IFAS and EFAS done by choosing 2 most important factors for each element an put in in SFAS table. In SFAS table there are S/I/L column that means Short/Intermediate/Long indicating the time period how long for each factor affect the corporate.

After all of the analysis, it'll be related to literature review to proceed with the best alternative and recommend it. This state defines overall findings by researcher, which finishing the research by giving best alternative strategic for related party to support the improvements. The finishing step is to deliver recommendations with decision tree used profit calculation as the criteria and search for the critical value

As the uncertainties is always happen in business's life, there's a question from the decision makers which is "Is the best alternatives sensitive to change in input parameters?" To answer this question, critical value which identified with sensitivity analysis is needed to create the assumption.

Data Analysis

Interview

Main data gathered by interviewing the founder of CV Karya Agung, Mr. Agung Supranyoto. Besides him, there was also his right hand, Mr. Anton and Mr. Pono as people who held operations and the negotiations of the project for the business. The founder, operation and negotiator was 3 main key staff in CV Karya Agung who has worked in this business for the last 15 years, which basically knows what is going on the CV Karya Agung's business and has the data about CV Karya Agung.

Current Objectives of CV Karya Agung

The profit objective will create stability to the business and increase their capability to conduct more alternatives strategies to stay competitive in the consultant of construction sector. Their main idea to increase the profit is to get more project from Pasuruan's local government. The second objectives is aimed to create long term's relationship with customer which makes customer will always choose their company rather than going to other company. Third objectives means increase their quality and the amount of project they can held for more profit. Fourth, expands the business to regional state in order to get more projects

Alternatives Formulation

Table 1. EFAS Table

External Factors	Weight	Rating	Weighted Score	Comments
Opportunities				
Government's power of buying and policies in city development	0.2	3	0.6	Increase in number of possible project
Fluctuation in cost of material and tools leasing	0.15	2.6	0.39	Customer needs to consul their budget
Economic growth in another area	0.10	5	0.5	Expansion in specific area

Customers Demands for in time with good quality	0.05	1.2	0.06	Makes products at average standard
Threats				
Uncertainties in fields	0.1	2.3	0.23	Rearrange planning
Direct competition	0.17	4.7	0.8	Many business target government's project
Change in government regulation	0.11	2	0.22	Change operation as regulation states.
Technological advancement	0.12	1.7	0.20	Can't always keep up with newest technology
Total Scores	1.00		3.00	

Government nowadays is the main target of many consultant business since the project that given by government is very profitable since the value of the project is usually big and the possibilities of getting lost here is nearly impossible because the government always gives enough or more than enough accommodation to the company which made contract with government to do the project, so the researcher put the most weight on Government power of buying and policies in city development as the opportunities. Second, researcher put the weight on fluctuation cost because this factors makes everyone who needs to build something they need to makes planning for budget thus the fluctuation makes people go to consultant to create the budget planning which this sector is CV Karya Agung's specialization on. As for the threats, the first rate is competitors and technological advancement. Direct competitor will cut down CV Karya Agung's target market when technology advancement makes CV Karya Agung can't meet the condition as contract says if the contract's condition is need to meet with newest technology

Table 2. IFAS Table

InternalFactors	Weight	Rating	Weighted Score	Comments
Strengths				
Marketing positioning	0.14	2	0,28	Focus on local government's project
Outsource partner	0.17	4,7	0.79	Maintain good relationship
Experienced top management	0.09	2,2	0.19	Know appliances
Focus oriented information	0.11	3	0.33	Focus on current political condition
Weakness				
Future investation	0.07	3.7	0.26	Little investment
Manufacturing facilities	0.09	5	0.45	Rent to keep up

Customer approach	0.15	1.5	0.22	Not yet done
Recruiting	0.18	3	0.53	No application and test needed
Total Scores	1.00		3.08	

As a small consultant business which lack in manpower, most of the operation is done by outsourcing employees from another company. Instead of recruiting, outsourcing is best choice to save money on recruitment and training for new employees. The good relationship between company that uses and gives services in outsourcing is essential here. The consultant business can maintain their quality of services with good consultant and good consultations maintained by using same trusted outsourcing on every project. This reason make researcher put most weight in the strength factor. The second important strength for CV Karya Agung their market positioning, they focus on government project so that they can get the project maximally.

For long term, the essence for survival is the regeneration of the company, but CV Karya Agung's recruitment system is not so good which can be first weakness. They may operate now, but in long term if they can not survive if not recruiting potential people for the regeneration. Recruitment factor is vital for their survivability and to stay competitive. Focus target market is strength, but that can be also the company's weakness. It is means the company avert their eyes for potential customer.

Table 3. SFAS Table

Strategic Factors	Weight	Rating	Weighted Score	S	I	L	Comments
Outsource partner (S)	0.14	4.7	0.66			X	Maintain good relationship
Marketing positioning (S)	0.13	2	0.26	X			Focus on local government's project
Recruiting (W)	0.12	3	0.36		X	X	No application and test needed
Customer approach (W)	0.09	1.5	0.14			X	Not yet done
Government power of buying and policies in city development (O)	0.16	3	0.48	X			Increase in number of possible project
Fluctuation in cost of material and tools leasing (O)	0.12	2.6	0.31	X			Customer needs to consult their budget
Direct competition (T)	0.14	4.7	0.67		X		Many business target government's projects
Technological advancement (T)	0.10	1.7	0.17	X	X		Can't always keep up with newest technology
Total Scores			3.03				

The most influence factor for internal as well as external factor is inputted to SFAS table, from that factor the alternatives can be generated. To decide which is the most influence factor that affect the business, weighted score is generated by multiplying the weight point and the ranking point. From the table above direct competitor has the highest value with 0,67 point, followed by outsource partner with 0,66 point and the third is government power of buying and policies in city development.

TOWS Matrix

Table 4. TOWS Matrix

	<p>STRENGTHS</p> <p>Outsource partner</p> <p>Marketing positioning</p>	<p>WEAKNESS</p> <p>Recruiting</p> <p>Customer approach</p>
<p>OPPORTUNITIES</p> <p>Government power of buying and policies in city development</p> <p>Fluctuation in cost of material and tools leasing</p>	<p>SO Strategies</p> <p>Focus on expanding in another city's government's projects</p>	<p>WO Strategies</p> <p>Open recruitment in marketing area to expand target market</p> <p>Start actively attract public market</p>
<p>THREATS</p> <p>Direct competition</p> <p>Technological advancement</p>	<p>ST Strategies</p> <p>Be differentiation focus in term of specialization in general public construction</p>	<p>WT Strategies</p> <p>Merge or acquired the business with another bigger business as their underlings</p>

Alternatives Identification

Considering the advantages and the disadvantages from each alternatives and Mr Agung's arguments, the expansion will give the business more job and revenue. Expanding target market strategy gives less revenue than the expansion to another city strategy and it can go after the business doing expansion to another city considering this is still expansion but difference in the case from first strategy. For merger or acquired strategy, it can be said bad for the business considering that this research has purpose of business survivability. This strategy means that the business is gone or can be said fail to survive in competition. Last strategy seems to give business some capability to survive but this strategy has no change in revenues. Pause strategy is meant to prepare for another opportunity and can be done with do no change in strategy, meaning only to keep the value of the business which can be done with also doing another strategy.

In this case, the possible strategy to be done with current situation and objectives of the business is expansion strategy, both expansion in another city and expansion in the target market. Of course the

merger or acquired and differentiation focus strategy is out of option remembering that merger or acquired strategy is what this research avoid the most and differentiation focus strategy is what they already done now without interfering if the business do the expansion strategy. In general, the expansion to another city strategy is the best for the business, in long term the expansion in target market can be carried out afterwards, this is make the expand target market option is out too, leaving the expansion to another city as the only option. The main question in this expansion strategy is where the best place to expand? In given time of 1 year Mr Agung doesn't think that he can do multiple expansions because the limitation in investation that the business can afford, the business can only do 1 at current time.

Table 5. Malang and Madiun (Buy) cost

Information	Malang	Madiun
Building and Land	673.000.000	500.000.000
License/3 year	27.000.000	27.000.000
Tools	24.300.000	24.300.000
Interior	15.000.000	15.000.000
Total	739.300.000	566.300.000

Table 6. Malang and Madiun (rent) cost

Information	Malang	Madiun
Rent/year	50.000.000	30.000.000
License/ 3 year	27.000.000	27.000.000
Tools	24.300.000	24.300.000
Interior	15.000.000	15.000.000
Total	116.300.000	96.300.000

To compare the choice between the data of rent or buy the building, the Net Present Value technique is used. In Mr. Agung opinion, the building and land can be used effectively for 15 years, tools and interior for 10 years. As Bank Indonesia stated, there is 7,5% interest rate in Indonesia since February 2015, for calculation 8% of IRR is used. The equivalent timeline used for calculation is annual value 1 year from now.

Decision Tree

To further help the analysis in decision tree process, Interview will be used to gather information about the probability of different scenario. Mr Agung's estimation about the scenario in the given next 1 year is showed below, it is based on the business's historical experience.

- Pessimistic :Rp 50.000.000 per year
- Most Likely :Rp 150.000.000 per year
- Optimistic : Rp 250.000.000 per year

Table 7. for Each Alternatives Based on Interview

Alternatives/probability	Pesimistic	Most Likely	Optimistic
Malang	33%	63%	4%
Madiun	60%	37%	3%

The project value or revenue of pessimistic, most likely, or optimistic scenario is estimated by Mr. Agung with consideration of the latest revenue they got, and the probability value is estimated by considering the current condition of the city and CV Karya Agung already has connection in Malang, making Mr. Agung a bit confident in getting most likely probability. They do not have connection in Madiun, so Mr. Agung assume they will get pessimistic probability if they expand to Madiun. After the calculation of the cost for year+1 equivalence, the profit from each probability can be decided by inputting the cost, probability, and the revenue to the decision tree tools below.

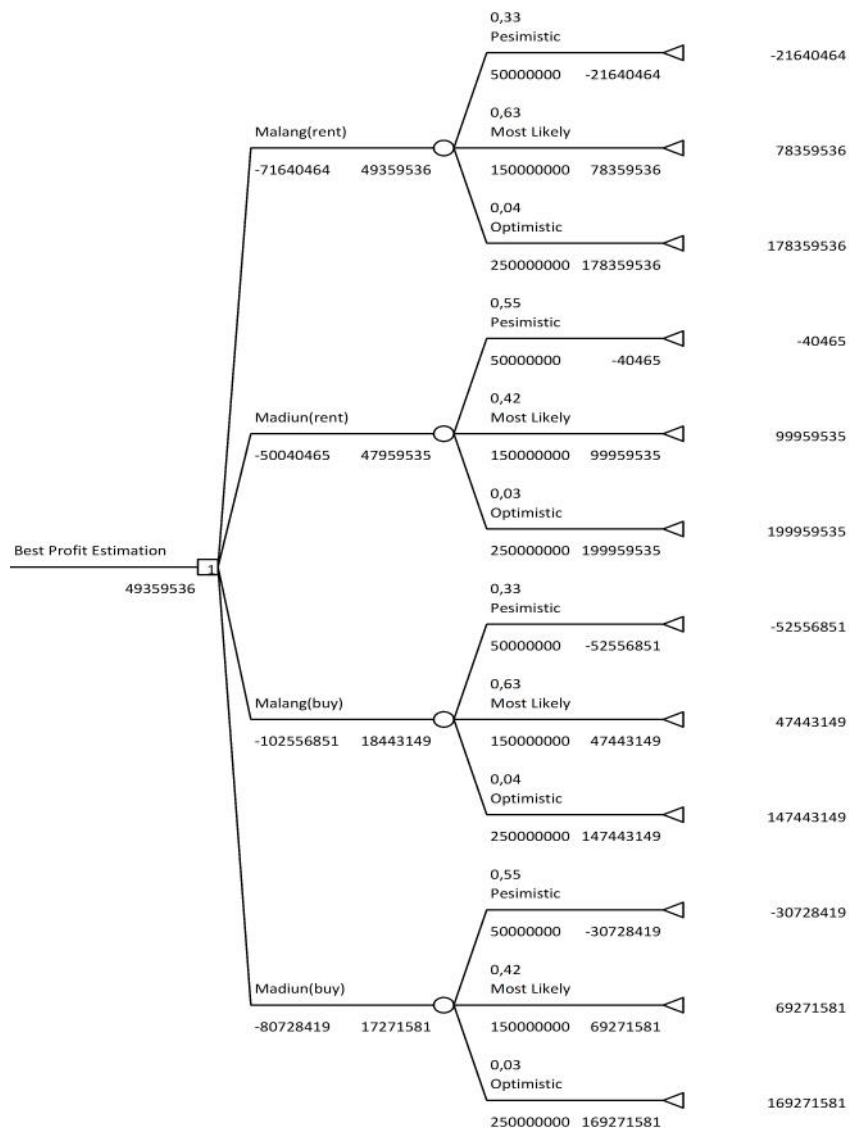


Figure 2. Decision Tree

The NPV calculation is about the cost for investment, given the revenue scenario as pessimistic, most likely and optimistic, the profit or loss for each scenario has been determined in decision tree. The end of the decision tree is resulting which alternatives gives most estimated profit in given time of one year. Based on the figure above, the best alternatives is expand the business in Malang area by rent the land and building which generated most profit, the estimation profit is Rp 49.359.536 or can be rounded to Rp 49.356.000 in one year.

Sensitivity Analysis

In order to deal with the uncertainties, the scenario about change in cost is analyzed using sensitivity analysis by utilizing sensit, one of an add-in tool in Microsoft excel. The purposes of this analysis is perform in the low extreme or high extreme condition change in cost, will the low or high extreme condition make change in the chosen alternative ? To answer this question, the input data has been modified and calculating the output with sensit.

Table 8. Table of Inputs

	Cost	low extreme	base value	high extreme
Malang(rent)	-71640464	-57312371	-71640464	-85968557
Madiun(rent)	-50040465	-40032372	-50040465	-60048558
Malang(buy)	-102556851	-82045481	-102556851	-123068221
Madiun(buy)	-80728419	-80728419	-80728419	-96874103

Many Inputs, One Output
Single-Factor Sensitivity Analysis

Date 22-Agust-15
Time 9:23

Workbook Book1.xlsx
Output Cell 'decision tree baru'!\$A\$39

Input Variable	Corresponding Input Value			Input Value as % of Base			Best Profit Estimation Output Value			
	Low Output	Base Case	High Output	Low %	Base %	High %	Low	Base	High	Swing
Malang(rent)	-85968557	-71640464	-57312371	120,0%	100,0%	80,0%	47959535	49359536	63687629	15728094
Madiun(rent)	-60048558	-50040465	-40032372	120,0%	100,0%	80,0%	49359536	49359536	57967628	8608092
Malang(buy)	-82045481	-102556851	-123068221	80,0%	100,0%	120,0%	49359536	49359536	49359536	0
Madiun(buy)	-80728419	-80728419	-96874103	100,0%	100,0%	120,0%	49359536	49359536	49359536	0

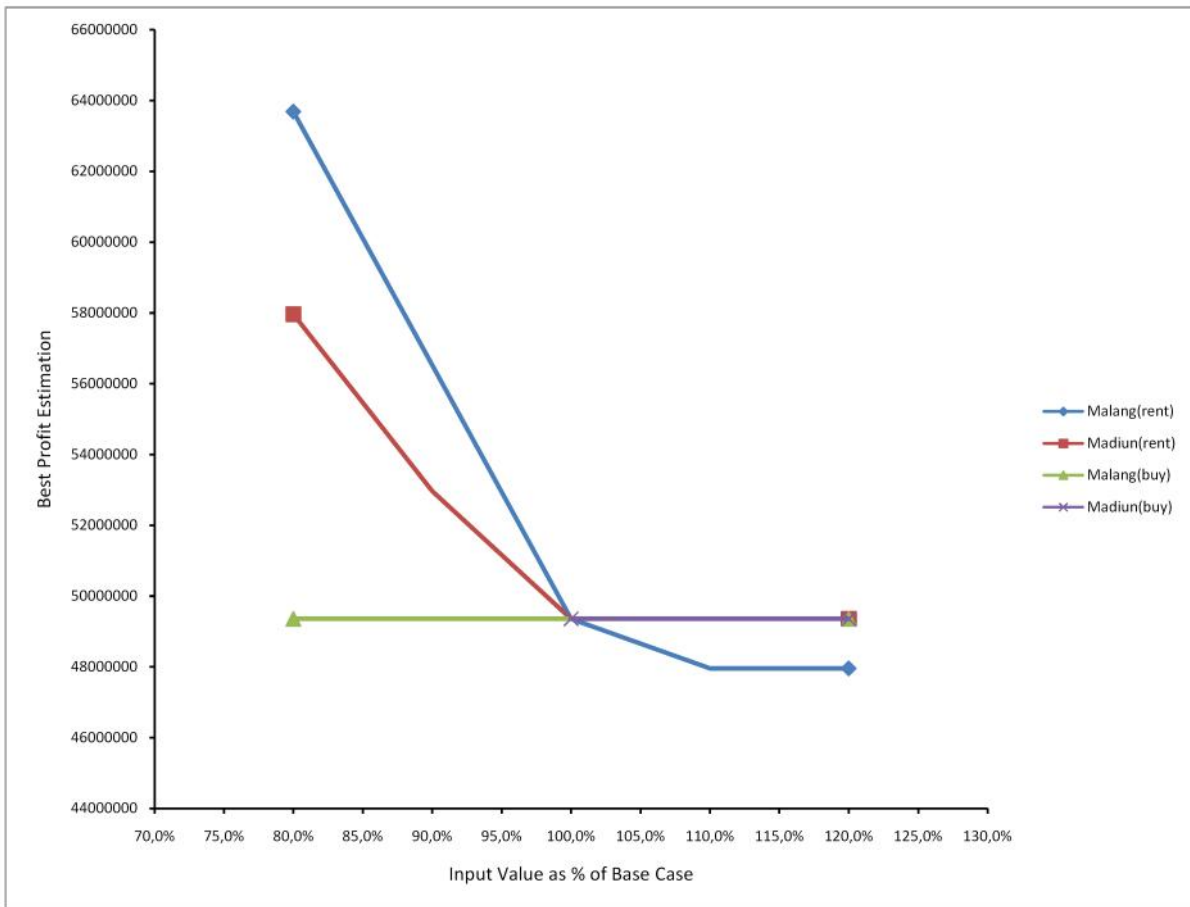


Figure 3. Spider Chart

Based on the result of sensit, the alternatives which need to be focused is Malang (rent) and Madiun (rent) because that two alternatives are sensitive with the change of input. Thus researcher need to test both of rent alternatives with another decision tree to see if Madiun (rent) alternative is more profitable than Malang (rent) if it is in low and high extreme scenario.

Conclusions

Back to the research question, this research has 3 question which is need to be answered. The first question is about what is the most influencing factor is affecting business's survivability. The result of the most influencing factor is :

- External : Government's power of buying and policies in city development (0,6)
Direct Competitor (0,8)
- Internal : Outsource Partner (0,79)
Recruiting (0,53)

The factor above has different weighted score when compiled to SFAS table but those 4 factor still made it to most influencing factor while in SFAS table.(direct competitor factor with 0,67; outsource factor with 0,66; government factor in 0,48 point and recruiting in 0,36.) Second question is about the possible alternative that can be done by CV Karya Agung. The alternatives formulation which started by interviewing Mr Pono to identifying business's external factor, then Mr Anton to identifying the internal factor and constructed the factor in strategic analysis table, has resulted in many strategies which is then each of alternatives is discussed with Mr Agung as decision maker which the alternatives is possible to do and which is not. After discussing and considering the advantages and disadvantages, there are 4 alternatives. First, expand to another city. Second, expand target market. Third, merger with another big companies or acquired with them. Last is differentiation focus on specialized consultant in public facilities construction.

The choice of alternatives is expand to another city. This alternatives itself creates another choices about where is the best place to expand first, remembering that CV Karya Agung has long term goal to reach entire Indonesia range in the business but their current capability is only to do expansion in 1 place. The given place was Malang, Sumenep, Banyuwangi and Madiun. After speculating pros and cons for each location, Malang and Madiun were selected. For each city there's 2 alternatives where is to buy building and land or just rent them. Then decision tree conducted to see which is the best. The decision tree in normal condition result is to choose expand to Malang with rent the building and land. The result of the chosen alternatives is the answer for the last question of this research. But considering the sensitivity analysis, Madiun(rent) alternative is profitable too, in normal case it provide Rp 47.959.535 in profit, only 2 million rupiah distance with Malang(rent) normal scenario. And Madiun(rent) can be better than Malang(rent) in some scenario. So Madiun(rent) alternative is acceptable too. But considering both scenario, it is still best to choose Malang(rent) as first alternative and have Madiun(rent) as second alternative considering the profit they provide.

Recommendation

Researcher believes that CV Karya Agung is currently struggling to survive in the competition and need to increase the revenue in order to survive as a family business. Thus improvements in strategy is needed for CV Karya Agung to be better business. These are recommendation from researcher to CV Karya Agung :

1. Recruiting more employees to do the expansion and perform better in operation
2. Focus on the factor which gives most impact to their business, at least 1 factor for strength, weakness, opportunity and threat.
3. Given all the alternatives, the expansion to another city on Malang or Madiun with rent system alternatives is recommended in the time of near future the choose between Malang and Madiun is up to CV Karya Agung since both of them profitable, but researcher recommend that go for Malang first and Madiun comes second in the pieority.

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